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(Stock Exchange Code 7313)

June 3, 2026

(Start Date of Electronic Provision Measures: May 22, 2026)

To Shareholders with Voting Rights:

Eiji Toba

Representative Director, President

TS TECH CO., LTD.

3-7-27, Sakae-cho, Asaka-shi, Saitama, Japan

NOTICE OF THE 80th ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

You are hereby informed that the 80th Annual General Meeting of Shareholders of TS TECH CO., LTD. (the “Company”) will be held as described below.

As the Company is taking electronic provision measures in convening this General Meeting of Shareholders, matters subject to electronic provision measures are posted as the Notice of the 80th Annual General Meeting of Shareholders in the Company’s website noted on the following page.

Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by mail or electromagnetic methods (via the Internet, etc.) no later than 17:30 on Thursday, June 18, 2026.

1. **Date and time** Friday, June 19, 2026 at 10:00 a.m., Japan time
(Reception is scheduled to start from 9:00 a.m.)
2. **Place** Ballroom Fuji on the 3rd floor of Hotel Metropolitan
1-6-1, Nishi-Ikebukuro, Toshima-ku, Tokyo, Japan
3. **Agenda of the Meeting**

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company’s 80th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements
2. Non-Consolidated Financial Statements for the Company’s 80th Fiscal Year (April 1, 2025 - March 31, 2026)

Proposals to be resolved:

Proposal: Election of Eight (8) Directors (Excluding Directors who are Audit & Supervisory Committee Members)

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- There will be no souvenirs or refreshments.
 - We will post a notice on our website in the event that there is a major change to the operation of this meeting.
 - When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception.
 - In the event that the matters subject to electronic provision measures require revisions, a description of the revisions will be posted on the respective websites.

Websites Providing Matters Subject to Electronic Provision Measures

- The Company's website:
<https://www.tstech.co.jp/english/ir/library/generalmeeting/>
 - The Tokyo Stock Exchange's website:
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>
 - * Please view the materials by accessing the Tokyo Stock Exchange's website, entering the Company's name or Stock Exchange Code in the search field, and selecting "Basic information" followed by "Documents for public inspection/PR information" in that order.
 - The Portal of Shareholders' Meeting:
<https://www.soukai-portal.net>
- In accordance with the system for electronic provision of materials for shareholders' meetings, a summary version of the convocation notice has been sent to shareholders in addition to the simplified convocation notice legally required to be delivered (narrowly defined convocation notice and information on the website providing matters subject to electronic provision measures). This summary version contains a reference document for the General Meeting of Shareholders.
- The matters listed below are not included in the documents to be delivered to shareholders who have requested paper copies of the material, based on laws and regulations and Article 14 of the Articles of Incorporation. Note that these matters are also within the scope of the review by the Audit & Supervisory Committee Members and the Accounting Auditor.
- Business Report
 - 1. Status of Our Group
 - 2. Matters Regarding the Company's Shares
 - 3. Matters Regarding the Company's Share Acquisition Rights
 - 4. Matters Regarding Directors (and other Officers)
 - 5. Status of the Accounting Auditor
 - 6. The Company's Systems and Policies
 - Consolidated Financial Statements
 - Consolidated Statement of Changes in Equity
 - Notes to the Consolidated Financial Statements
 - Non-Consolidated Financial Statements
 - Non-Consolidated Balance Sheet
 - Non-Consolidated Statement of Income
 - Non-Consolidated Statement of Changes in Equity
 - Notes to the Non-Consolidated Financial Statements
 - Accounting Auditor's Audit Report on the Consolidated Financial Statements
 - Accounting Auditor's Audit Report on the Financial Statements
 - Audit & Supervisory Committee's Audit Report
- Shareholders who wish to receive the full text of the notice of the subsequent General Meeting of Shareholders are requested to contact their securities firm or the Sumitomo Mitsui Trust Bank, Limited.
Inquiries: Stock Transfer Agency Business Planning Department, Sumitomo Mitsui Trust Bank, Limited
Tel: 0120-782-031 (call center toll-free in Japan)
Hours: 9:00 a.m. - 5:00 p.m. Japan time (excluding Saturdays, Sundays, public holidays, and December 31 - January 3)

Reference Documents for the General Meeting of Shareholders


Proposal: Election of Eight (8) Directors (Excluding Directors who are Audit & Supervisory Committee Members)


The term of office for all seven (7) Directors (excluding Directors who are Audit & Supervisory Committee Members; hereinafter the same applies in this proposal) will expire at the close of this General Meeting of Shareholders. Accordingly, the Company proposes to increase the number of Directors by one and elect eight (8) Directors in order to further strengthen the management structure under the 16th Medium-Term Management Plan.


The candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) are as follows:


Names and other information of Directors

No.	Name	Positions	Meetings of the Board of Directors attended
1	Eiji Toba [Reappointment]	Representative Director, President	100% (14/14)
2	Satoru Munemura [Reappointment]	Director, Senior Managing Officer	100% (11/11)
3	Hiroshi Naito [Reappointment]	Director, Managing Officer	100% (14/14)
4	Shigekazu Otake [New appointment]	Operating Officer	—
5	Takeshi Akutsu [New appointment]	Operating Officer	—
6	Satoshi Hirano [New appointment]	Operating Officer	—
7	Kaori Matsushita [Reappointment] [Outside] [Independent]	Director	100% (14/14)
8	Hiromi Wada [Reappointment] [Outside] [Independent]	Director	100% (11/11)


No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
1	 Eiji Toba (September 17, 1968) [Reappointment] Meetings of the Board of Directors attended 100% (14/14) Special interest in the Company: None	April 1994	Joined the Company	32,682 shares
		July 2013	Corporate Development and Engineering Division, Model LPL Department Model LPL	
		April 2016	Operating Officer Director and President of TS TECH DO BRASIL LTDA.	
		April 2019	Operating Officer, Corporate Manufacturing Division Deputy Executive General Manager	
		April 2020	Operating Officer Asia and Europe Executive General Manager Director and President of TS TECH ASIAN CO., LTD. Director and Chairman of TS TECH BANGLADESH LIMITED Director and Chairman of TS TECH UK LTD	
		June 2020	Managing Director	
		April 2021	Managing Director, Asia and Europe Segment Executive General Manager	
		June 2021	Director, Managing Officer, Asia and Europe Segment Executive General Manager	
		April 2022	Director, Managing Officer, Corporate Development and Engineering Division Executive General Manager	
		April 2024	Representative Director, Senior Managing Officer, Corporate Development and Engineering Division Executive General Manager Compliance Officer	
		May 2025	Director of KRISHNA TS TECH AUTO PRIVATE LIMITED (incumbent)	
		April 2026	Representative Director, President (incumbent)	
		[Significant concurrent positions] Director of KRISHNA TS TECH AUTO PRIVATE LIMITED [Reasons for nomination as a candidate for Director] Mr. Eiji Toba has extensive overseas experience, and broad experience primarily in development and manufacturing, and has served as the Company's Representative Director, President since April 2026. In fiscal 2025, he oversaw business execution as the executive in charge of New Business Management, Sales, Purchasing, and Business Administration, and has spearheaded the management of the entire Group as Compliance Officer of the Company. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our 2030 Vision.		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
2	 <p>Satoru Munemura (March 1, 1963) [Reappointment]</p> <p>Meetings of the Board of Directors attended 100% (11/11)</p> <p>Special interest in the Company: None</p>	April 1986	Joined the Company	14,501 shares
		April 2007	Corporate Sales Division, Global Sales Department General Manager	
		April 2009	Corporate Sales Division, Sales Department 3 General Manager	
		April 2012	Corporate Sales Division, Business Development Department General Manager	
		April 2018	President of TS TECH (THAILAND) CO., LTD. President of TS TECH (KABINBURI) CO., LTD.	
		April 2022	Operating Officer, Asia Segment Executive General Manager President of TS TECH ASIAN CO., LTD.	
		April 2024	Managing Officer, Corporate Sales and Purchasing Division Executive General Manager	
		April 2025	Risk Management Officer (incumbent)	
		June 2025	Director, Managing Officer, Corporate Sales and Purchasing Division Executive General Manager	
		April 2026	Director, Senior Managing Officer, Corporate Sales and Purchasing Division Executive General Manager (incumbent)	
		[Significant concurrent positions]		
[Reasons for nomination as a candidate for Director]		<p>Mr. Satoru Munemura has broad experience, primarily in overseas segments, sales, and purchasing, which has given him a high level of expertise and insight into these domains.</p> <p>In fiscal 2025, he led the entire sales and purchasing domains, and he has supervised risk management for the whole Group as Risk Management Officer.</p> <p>We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our 2030 Vision.</p>		


No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
3	 <p>Hiroshi Naito (February 25, 1967)</p> <p>[Reappointment]</p> <p>Meetings of the Board of Directors attended 100% (14/14)</p> <p>Special interest in the Company: None</p>	April 1989	Joined Honda Motor Co., Ltd.	15,707 shares
		April 2015	General Manager of Regional Operation Planning Office (South America) of Honda Motor Co., Ltd.; Stationed at Honda South America Ltda. (Sumare, Brazil)	
		April 2019	General Manager of Accounting Division for Business Management Operations of Honda Motor Co., Ltd.	
		April 2021	General Manager of Sustainability Planning Division, Corporate Planning Supervisory Unit of Honda Motor Co., Ltd.	
		April 2023	General Manager of Four-wheeled and Electric Business Management Division, Business Management Supervisory Unit, Corporate Administration Operations of Honda Motor Co., Ltd.	
		April 2024	Operating Officer, Corporate Business Administration Division, Executive General Manager	
		June 2024	Director of Honda Cars SAITAMAKITA CO., LTD. Director, Operating Officer, Corporate Business Administration Division Executive General Manager	
		April 2026	Director, Managing Officer, Americas Segment Executive General Manager (incumbent) Director and President of TS TECH AMERICAS, INC. (incumbent)	
<p>[Significant concurrent positions] Director and President of TS TECH AMERICAS, INC.</p> <p>[Reasons for nomination as a candidate for Director] Mr. Hiroshi Naito has an extensive business track record in Japan and overseas at Honda Motor Co., Ltd., and broad experience and knowledge primarily in finance and business administration. In fiscal 2025, he led the development of financial strategies to support the business growth for the whole Group, and from April 2026, he has been managing the entire business, such as improving profitability in the Americas. We request his reappointment as Director, to strengthen management and achieve further growth towards realizing our 2030 Vision.</p>				

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
4	 <p>Shigekazu Otake (November 26, 1972)</p> <p>[New appointment]</p> <p>Meetings of the Board of Directors attended —</p> <p>Special interest in the Company: None</p>	April 1995	Joined the Company	6,583 shares
		April 2021	Corporate Development and Engineering Division, Suzuka Engineering Department General Manager	
		April 2022	Corporate Development and Engineering Division, Design Department 2 General Manager	
		April 2024	Operating Officer, Corporate Development and Engineering Division Deputy Executive General Manager (incumbent)	
		April 2026	Operating Officer, Business Development Division Executive General Manager (incumbent)	
		<p>[Significant concurrent positions] —</p> <p>[Reasons for nomination as a candidate for Director] Mr. Shigekazu Otake has broad experience, primarily in development, which has given him a high level of expertise and insight into these domains. In fiscal 2025, he led the entire development domain, and from April 2026, he has been supervising the entire domain, such as strategic sales activities aimed at acquiring new customers and new commercial rights. We request his appointment as Director, in the expectation that he can contribute to development, business development, and other domains towards realizing our 2030 Vision.</p>		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
5	 Takeshi Akutsu (September 24, 1974) [New appointment] Meetings of the Board of Directors attended — Special interest in the Company: None	February 2005	Joined the Company	9,171 shares
		April 2019	Stationed at TS TECH AMERICAS, INC.	
		April 2023	Corporate Development and Engineering Division, Design Department 1 General Manager	
		April 2024	Operating Officer, Corporate Development and Engineering Division Deputy Executive General Manager	
		April 2026	Operating Officer, Corporate Development and Engineering Division Executive General Manager (incumbent)	
		[Significant concurrent positions] — [Reasons for nomination as a candidate for Director] Mr. Takeshi Akutsu has broad experience, primarily in overseas segments and development, which has given him a high level of expertise and insight into these domains. In fiscal 2025, he led the entire development domain, and from April 2026, he has been supervising the entire development domain, such as next-generation technologies. We request his appointment as Director, in the expectation that he can contribute to development and other domains towards realizing our 2030 Vision.		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
6	 <p>Satoshi Hirano (February 25, 1971)</p> <p>[New appointment]</p> <p>Meetings of the Board of Directors attended —</p> <p>Special interest in the Company: None</p>	April 1993	Joined the Company	5,809 shares
		April 2019	Corporate Manufacturing Division, Saitama Plant, Administration Department General Manager	
		April 2023	Corporate Administration Division, Administration Department General Manager	
		April 2025	Operating Officer, Corporate Administration Division Executive General Manager (incumbent)	
		April 2026	Compliance Officer (incumbent)	
		[Significant concurrent positions] —	<p>[Reasons for nomination as a candidate for Director] Mr. Satoshi Hirano has broad experience, primarily in administration, which has given him a high level of expertise and insight into these domains.</p> <p>In fiscal 2025, he led initiatives for sustainability and contributed to the improvement of corporate value. In addition, he has served as Compliance Officer since April 2026 and has been leading to strengthen the management of the entire Group.</p> <p>We request his appointment as Director, in the expectation that he can contribute to administration and other domains towards realizing our 2030 Vision.</p>	

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
7	 <p data-bbox="347 663 513 721">Kaori Matsushita (April 16, 1959)</p> <p data-bbox="347 748 513 833">[Reappointment] [Outside] [Independent]</p> <p data-bbox="322 860 539 945">Meetings of the Board of Directors attended 100% (14/14)</p> <p data-bbox="341 972 520 1057">Special interest in the Company: None</p>	April 1982	Joined FUJITSU LIMITED	2,395 shares
		April 2007	General Manager of Project Management Department, Alliance Management Department, Global Strategy Headquarters of FUJITSU LIMITED	
		April 2016	Senior Director, Global Marketing Headquarters of FUJITSU LIMITED	
		May 2019	Representative Director, President of K&L Consulting LLC (incumbent)	
		June 2020	Outside Director and Audit & Supervisory Committee Member of Taisei Oncho Co., Ltd. (incumbent)	
		May 2022	Outside Director of Belc CO., LTD.	
		June 2022	Director of the Company (incumbent)	
		<p data-bbox="568 743 896 766">[Significant concurrent positions]</p> <p data-bbox="568 770 1209 855">Representative Director, President of K&L Consulting LLC Outside Director and Audit & Supervisory Committee Member of Taisei Oncho Co., Ltd.</p> <p data-bbox="568 891 1200 945">[Reasons for nomination as a candidate for Outside Director, and summary of expected roles]</p> <p data-bbox="568 949 1219 1057">Ms. Kaori Matsushita has extensive experience and insight gained through the planning and promotion of new business and corporate alliance strategy at a comprehensive IT vendor, and diversity management support at a consulting company.</p> <p data-bbox="568 1061 1257 1137">We request her reappointment as Outside Director in the expectation that she will continue to contribute to enhancing diversity and ensuring the soundness of management of the Company.</p>		

No.	Name (Date of birth)	Career summary, positions, and responsibility at the Company		Number of shares of the Company held
8	 Hiromi Wada (July 24, 1960) [Reappointment] [Outside] [Independent] Meetings of the Board of Directors attended 100% (11/11) Special interest in the Company: None	April 1983	Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Holdings Corporation)	113 shares
		April 2010	Trustee of Panasonic Corporation (currently Panasonic Holdings Corporation)	
		March 2016	Trustee of The Linux Foundation, a non-profit standards organization	
		August 2020	Advisor of Panasonic Corporation Automotive Company (currently Panasonic Automotive Systems Co., Ltd.) (incumbent)	
		June 2021	Outside Director of Imasen Electric Industrial Co., Ltd. Outside Director of SAKAI CHEMICAL INDUSTRY CO., LTD.	
		June 2022	Representative Director of i-Golf Studio Co., Ltd. (currently HIROZ Co., Ltd.) (incumbent)	
		April 2023	Outside Director of SHIMANO INC. (incumbent)	
		June 2025	Director of the Company (incumbent) Outside Director of NTN Corporation (incumbent)	
		[Significant concurrent positions] Representative Director of HIROZ Co., Ltd. Outside Director of SHIMANO INC. Outside Director of NTN Corporation		
		[Reasons for nomination as a candidate for Outside Director, and summary of expected roles] Ms. Hiromi Wada has extensive experience and insight centered on development and technology domains at a general electric manufacturer, currently serving as an outside director at other companies, which provides her with management experience. We request her reappointment as Outside Director in the expectation that she will continue to contribute to ensuring the soundness of management of the Company.		

(Notes)

- Ms. Kaori Matsushita and Ms. Hiromi Wada are candidates for Outside Director as prescribed in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act.
- The Company has designated Ms. Kaori Matsushita and Ms. Hiromi Wada as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notified the Exchange as such. If these candidates are re-elected and assume office as Directors, the Company will continue to designate them as Independent Officers as stipulated by Tokyo Stock Exchange, Inc. and notify the Exchange as such.
- The period of service of Ms. Kaori Matsushita as an Outside Director of the Company will be four (4) years at the close of this Annual General Meeting of Shareholders.
- The period of service of Ms. Hiromi Wada as an Outside Director of the Company will be one (1) year at the close of this Annual General Meeting of Shareholders.
- Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Ms. Kaori Matsushita and Ms. Hiromi Wada to limit their liability for damages, as prescribed in Article 423, Paragraph 1 of the same Act. The amount of liability under the agreement is limited to the minimum liability amount as provided for in Article 425, Paragraph 1 of the same Act. If Ms. Kaori Matsushita and Ms. Hiromi Wada are re-elected, the Company will continue the above agreement with both of them.
- The Company has entered into a directors and officers liability (D&O liability) insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to cover legal damages and litigation expenses in the event that a claim for damages is made against the insured parties. The candidates will be included among the insured parties under this insurance contract if they are elected and assume office as Directors. The Company intends to renew this insurance contract with the same contents at the time of the next renewal.

■ Opinions of the Audit & Supervisory Committee

The Audit & Supervisory Committee deliberated on the selection of candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) in this proposal after confirming the details of deliberations by the Nomination and Compensation Committee and evaluating the status of business execution, career summary and expertise, etc. of each candidate.

As a result, we have determined that the procedures for selection are reasonable, and that the candidates for Director (excluding Directors who are Audit & Supervisory Committee Members) are suitable as Directors of the Company.

(Reference: Skill Matrix of Candidates for Director)

Name	Positions		Experience and expertise									
			Corporate management		Knowledge about international business and overseas conditions	Finance and accounting	Technology development	Manufacturing and quality	Environment	Sales and procurement	Human resources development and diversity	Legal affairs and risk management
			Management strategy									
Eiji Toba	Representative Director, President	■	○	○	○		○	○		○		○
Satoru Munemura	Director, Senior Managing Officer		○	○	○			○		○		○
Hiroshi Naito	Director, Managing Officer		○	○	○	○			○			
Shigekazu Otake	Director, Operating Officer						○			○		
Takeshi Akutsu	Director, Operating Officer				○		○					
Satoshi Hirano	Director, Operating Officer	■						○	○		○	○
Kaori Matsushita	Director	■ ■ ■		○	○						○	
Hiromi Wada	Director	■ ■		○			○		○			○
Yoshikazu Ariga	Director Audit & Supervisory Committee Member			○	○			○		○		
Hajime Hayashi	Director Audit & Supervisory Committee Member	■ ■ ■										○
Tomoko Nakada	Director Audit & Supervisory Committee Member	■ ■ ■			○						○	○
Kenichi Naito	Director Audit & Supervisory Committee Member	■ ■		○	○	○						○

- Nomination and Compensation Committee Member
- Outside Directors
- Independent Directors

Note: The above “positions” shall be applied in the event that each candidate is elected at this General Meeting of Shareholders, and is formally appointed by resolution of the Board of Directors held on the same day.