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(Securities code: 6390) June 5, 2024

To Shareholders with Voting Rights

Kimiyasu Kato President and Representative Director KATO WORKS CO., LTD. 9-37, Higashi-ohi 1-chome, Shinagawa-ku, Tokyo, Japan

### Notice of the 125th Annual General Meeting of Shareholders

You are cordially notified that the 125th Annual General Meeting of Shareholders (the "Meeting") of KATO WORKS CO., LTD. (the "Company") will be held for the purposes as described below.

Upon convening the General Meeting of Shareholders, the Company has adopted measures for the electronic provision of the information contained in the Reference Documents for the General Meeting of Shareholders, etc. (matters subject to measures for electronic provision). Please access the Company's internet website below and review the matters subject to measures for electronic provision posted as "Notice of the 125th Annual General Meeting of Shareholders."

[Website of the Company] https://www.kato-works.co.jp/ir/html/3\_03meeting.html

In addition to the above, the same information is also available on the website of Tokyo Stock Exchange. Please access the "Listed Company Search" website of Tokyo Stock Exchange below and search the Company by entering the security name (company name) or securities code, select "Basic information" and then "Documents for public inspection/PR information" to view the materials.

[Website of the Tokyo Stock Exchange] (TSE Listed Company Information Service) https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show

Shareholders who are not attending the Meeting in person may exercise their voting rights by either entering their votes online or returning the enclosed Voting Rights Exercise Form by mail. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:30 p.m. Japan time on Wednesday, June 26, 2024.

1.	Date and Time:	Thursday, June 27, 2024 at 10:00 a.m. Japan time
2.	Place:	10-30, Takanawa 4-chome, Minato-ku, Tokyo, Japan
		32F, Aquamarine 32, Main Tower, Shinagawa Prince Hotel
3.	Meeting Agenda:	
	Matters to be reported:	<ol> <li>The Business Report and Consolidated Financial Statements for the Company's 125th Fiscal Year (April 1, 2023 – March 31, 2024), and results of audits by the Accounting Auditor and the Audit and Supervisory Committee of the Consolidated Financial Statements</li> <li>Non-consolidated Financial Statements for the Company's 125th Fiscal Year (April 1, 2023 – March 31, 2024)</li> </ol>
	Proposals to be resolved	
	Proposal 1:	Appropriation of Surplus
	Proposal 2:	Election of Six (6) Directors (Excluding Directors Serving as Audit and Supervisory Committee Members)
	Proposal 3:	Election of Three (3) Directors Serving as Audit and Supervisory Committee Members

4. Matters determined in conjunction with the convocation

- (1) Among the matters subject to measures for electronic provision, the following items are not included in the paper copy of the documents delivered to shareholders who have requested it, in accordance with provisions of laws and regulations as well as the provisions of the Company's Articles of Incorporation.
  - 1) "System to Ensure Appropriate Operations (Internal Control System) and its Operating Status" and "Policy to Determine the Distribution of Surplus" in Business Report
  - 2) "Consolidated Statements of Changes in Net Assets and Notes" in Consolidated Financial Statements
  - 3) "Non-consolidated Statements of Changes in Net Assets and Notes" in Non-consolidated Financial Statements

Therefore, the documents delivered to shareholders who have requested its paper copy are part of the documents audited by the Audit and Supervisory Committee and the Accounting Auditor in preparing their audit reports.

- (2) If you exercise your voting rights both by returning the Voting Rights Exercise Form and via the Internet, your voting rights exercised via the Internet shall be deemed valid. If you exercise your voting rights multiple times via the Internet, the last exercise of your voting rights will be deemed valid.
- (3) Should you return a Voting Rights Exercise Form without indicating approval or disapproval of any of the proposals, such vote will be treated as an approval of the proposal.
- (4) If you choose to exercise your voting rights through a proxy, you must appoint a person who is a shareholder with voting rights. You are allowed to appoint only one proxy.

<sup>◎</sup> If you are attending the Meeting in person, please submit the enclosed Voting Rights Exercise Form at the reception.

<sup>©</sup> Souvenirs will not be provided to shareholders attending the Meeting in person. We appreciate your understanding.

<sup>◎</sup> Should there be any revisions to the matters subject to measures for electronic provision, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company's website and the Tokyo Stock Exchange website written above.

## **Reference Documents for the General Meeting of Shareholders**

### **Proposals and References**

### **Proposal 1:** Appropriation of Surplus

As a basic principle, the Company makes decisions regarding dividends based on its belief that the returning of profits to shareholders is one of its most important management tasks, while comprehensively taking into account such factors as financial results for each term, dividend payout ratio, and internal reserves needed for future growth.

The full-year financial results for the fiscal year ended March 31, 2024 exceeded the forecasts announced on February 13, 2024, thanks to the promotion of measures aimed at improving and enhancing profitability, which is set forth in the medium-term management plan, in addition to foreign exchange gains, etc. Therefore, based on the above policy, the Company proposes to revise (upward) the amount of dividend from the previously announced forecast of 30 yen per share to 45 yen per share. Accordingly, the annual dividend for the fiscal year ended March 31, 2024 will be 65 yen per share, including the interim dividend for the six months ended September 30, 2023.

- 1. Matters relating to year-end dividend
  - (1) Matters relating to allotment of dividend property and its total amount
    45 yen per common share of the Company at a total of 527,253,030 yen
  - (2) Effective date of the distribution of surplus June 28, 2024

# Proposal 2: Election of Six (6) Directors (Excluding Directors Serving as Audit and Supervisory Committee Members)

The terms of office of all Directors (excluding Directors serving as Audit and Supervisory Committee Members) will expire at the conclusion of the Meeting. Accordingly, the Company proposes to elect six (6) Directors (excluding Directors serving as Audit and Supervisory Committee Members).

The nomination of each of the candidates for Directors has been decided by the Board of Directors upon recommendation of the Nomination and Compensation Committee, an advisory body of the Board of Directors. The Audit and Supervisory Committee has commented in advance that this Proposal is reasonable and there are no special matters to be noted at the Meeting.

The candidates for Directors (excluding Directors serving as Audit and Supervisory Committee Members) are as follows:

No.	Name	Gender	Current positions at the Co	Attendance at the Board of Directors meetings	
1	Kimiyasu Kato	Male	President and Representative Director	12/12	
2	Takao Watanabe	Male	Director, Managing Executive Officer	Reappointment	12/12
3	Takatsugu Ishii	Male	Director, Managing Executive Officer	Reappointment	12/12
4	Yasuhiro Kondo	Male	Director, Executive Officer	Reappointment	12/12
5	Yoshiaki Ohkami	Male	Director	Reappointment Outside Independent	12/12
6	Chie Kunihara	Female	Director	Reappointment Outside Independent	9/9

(Note) Director Chie Kunihara's attendance at the Board of Directors meetings is for the meetings held after she was elected and appointed Director at the 124th Annual General Meeting of Shareholders that took place on June 29, 2023.

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of the Company's shares held			
1	Kimiyasu Kato (Aug. 25, 1968) Reappointment Attendance at the Board of Directors meetings: 12/12 (100%)		Jul. 1993General Manager, Corporate Auditors' OfficeAug. 1996General Manager, Engineering DivisionMay 1997General Manager, Materials DivisionJun. 1997Director, General Manager, Engineering Division and General Manager, Materials DivisionJun. 2001Director, Managing Executive Officer in charge of Corporate Planning				
	Reason for nomination as candidate for Director Kimiyasu Kato has abundant experience as the Company's President and Representative Director, and is demonstrating strong leadership as the chief operating officer. He is playing a sufficient part in important management decision-making and supervision of business execution by the Board of Directors. Therefore, in order to make use of his capabilities and experience in management, the Company proposes his re-election as a Director.						
2	Takao Watanabe (Dec. 25, 1961) Reappointment Attendance at the Board of Directors meetings: 12/12 (100%)	Apr. 1984 Apr. 2012 May 2015 Jul. 2015 Jun. 2018 Jun. 2022 Jun. 2023	Joined the Company General Manager, Nagoya Branch General Manager, Construction Machinery Marketing Department Executive Officer, General Manager, Marketing Department (in charge of Construction Machinery) Director, Executive Officer, General Manager, Marketing Division and General Manager, Construction Machinery Marketing Department Director, Managing Executive Officer, General Manager, Domestic Marketing Division, in charge of Product Support Department and Technical Training Center Director, Managing Executive Officer, General Manager, Domestic Marketing Division, in charge of Technical Training Center (to present)	7,229			
	Reason for nomination as candidate for Director Takao Watanabe has served for many years in a number of key positions in the Company's marketing operations covering its flagship domestic market. The Company believes that his abundant knowledge cultivated in the marketing segment is helping him play a sufficient part in important management decision-making and supervision of business execution by the Board of Directors. Therefore, in order to make use of his capabilities and experience in management, the Company proposes his re-election as a Director.						

	Name		Career summary, positions, responsibilities	Number of the
No.	(Date of birth)		and significant concurrent positions	Company's
3	Takatsugu Ishii (Jan. 30, 1955) Reappointment Attendance at the Board of Directors meetings: 12/12 (100%)	Director, KATC Auditor, Kato S Director, KATC President, ICOM	Joined Ishikawajima-Harima Heavy Industries Co., Ltd. (presently IHI Corporation) General Manager, Power Project Overseas Sales Division, Energy Operations General Manager, Kuala Lumpur Office Director, General Manager, Sales Control Division, IHI Construction Machinery Limited (renamed KATO HEAVY INDUSTRIES CONSTRUCTION MACHINERY CO., LTD. in November 2016) Director, General Manager, Sales Control Division, KATO HEAVY INDUSTRIES CONSTRUCTION MACHINERY CO., LTD. and General Manager, Overseas Marketing Control Department of the Company General Manager, Overseas Marketing Control Department and General Manager, Marketing Control Department, HICOM Business Department of the Company Director, Executive Officer, General Manager, Overseas Marketing Division Director, Executive Officer, General Manager, Overseas Business Control Division and General Manager, Overseas Business Control Division General Manager, Overseas Business Control Division, General Manager, Overseas Business Control Division, General Manager, Overseas Marketing Division Director, Executive Officer, General Manager, Overseas Business Control Division, General Manager, Overseas Business Control Division, General Manager, Overseas Marketing Division, General Manager, Coverseas Business Control Division, General Manager, Overseas Marketing Division, General Manager, Coreseas Marketing Division, General Manager, Coreseas Marketing Division, General Manager, Core System Project Office and in charge of Information System Department Director, Managing Executive Officer, General Manager, Corporate Planning Office, General Manager, Core System Project Office and in charge of Information System Department (to present) current positions) WORKS (CHINA) LTD. CE (Xiamen) Construction Machinery Co., Ltd. DIMER S.p.A., Director, KATO EUROPE B.V. MAC, INC.	shares held 7,229
	<b>Reason for nomination as</b> Takatsugu Ishii has served		Director itions at IHI Corporation and IHI Construction Machinery Lim	ited and
	possesses a wealth of busin	ness experience e	arned both in and outside of Japan. Furthermore, as the Genera	l Manager of
	(2022-2024) and leading th	ne efforts toward	, he is supervising the progress of the medium-term management achieving the plan's targets. He is supporting the Company's b	usiness in a
			on of overseas subsidiaries. Therefore, in order to continue makes, the Company proposes his re-election as a Director.	ang use of his

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of the Company's shares held				
	Yasuhiro Kondo (May 13, 1960)	Apr. 1984 Jul. 2006 Jul. 2010	Joined the Company Manager, Section II, Design Department I General Manager, Design Department I and Manager, Section II					
	Reappointment	Jun. 2019	Executive Officer, Deputy General Manager, Development Division and General Manager, Design Department I	6,372				
	Attendance at the Board of	Jun. 2020	Executive Officer, General Manager, Development Division and General Manager, Design Department I					
4	Directors meetings: 12/12 (100%)	Jun. 2021	Director, Executive Officer, General Manager, Development Division, full-time General Manager, Core System Project Office and in charge of ISO (to present)					
	Reason for nomination as	s candidate for I		1				
	Yasuhiro Kondo has long been engaged in the Company's key product design operations and served as a manager for							
			The Company believes that his abundant insight cultivated in					
			ew product development and to enhance the quality of product					
	essential to strengthen our	•						
	essential to strengthen our	Apr. 1968	Research Engineer, Space Research Group, National					
			Aerospace Laboratory, Science and Technology Agency					
		Apr. 1991						
		1	Engineering, School of Engineering, Tokyo Institute of					
			Technology					
	Yoshiaki Ohkami (Jul. 26, 1939)	Apr. 1999	Special Advisor and Executive Research Inspector,					
			Technical Research and Development Department,					
			National Space Development Agency					
		Apr. 2000	Professor Emeritus, Tokyo Institute of Technology (to					
	Reappointment		present)					
	Outside	Apr. 2000	Professor, Department of System Design Engineering,	4,701				
	Independent		Keio University	4,701				
		Apr. 2008	Dean and Professor, Graduate School of System Design					
	Attendance at the Board of	Amm 2011	and Management, Keio University					
	Directors meetings:	Apr. 2011	Executive Advisor, System Design and Management					
5	12/12 (100%)		Research Institute, Keio University (to present, currently Honorary Advisor)					
		Jun. 2014	Director of the Company (to present)					
			current positions)					
			tus, Tokyo Institute of Technology					
			or, System Design and Management Research Institute, Keio					
		University						
			Dutside Director and expected roles					
			the aerospace engineering research and development and prov					
	advice mainly on our product development and design since assuming the position of Outside Director. In order to							
			opment and improve the corporate value of the Company, whic					
			boses his re-election as an Outside Director. Although the cand					
			ment, the Company believes he may appropriately fulfill his du					
			profound insight gained by successively holding the positions of					
	<b>U</b>	0 0	oint research projects with many companies. The candidate's to	erm of office				
	as an Outside Director will	be ten (10) years	s at the conclusion of the Meeting.					

No.	Name (Date of birth)		Number of the Company's shares held			
6	Chie Kunihara (Aug. 8, 1973) Reappointment Outside Independent Attendance at the Board of Directors meetings: 9/9 (100%)	Apr. 1997 Jul. 2002 Apr. 2003 Apr. 2017 Apr. 2017 Jun. 2022 Jun. 2023 (Significant co Director, socia Director, socia	888			
	<b>Reason for nomination as candidate for Outside Director and expected roles</b> Chie Kunihara has served in a range of key positions in organizations related to education and social welfare, as well as having been engaged in the management of corporations, and has a wealth of experience and proven track record in promoting women's participation and advancement in workplace, a long-standing challenge for the Company and the industry as a whole. Securing human resources is among the important issues facing the Company as it strives to promote sustainable management, for which the Company needs to advance its working style reform efforts including further improvement of workplace environments. The Company expects her to actively provide suggestions and advice on the above issues, and believes that with her rich insights she may appropriately fulfill her duties as the Company's Outside Director. The candidate's term of office as an Outside Director will be one (1) year at the conclusion of the Meeting.					

#### Notes:

- 1. There are no special interests between the candidates and the Company.
- 2. The Company has entered into a directors and officers liability insurance contract that insures all Directors, as provided in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company. The insurance contract covers damages including compensation for damages and litigation costs to be borne by the insured Directors as a result of assuming liability for the execution of their duties apart from certain exceptions such as gross negligence or willful misconduct, and the insurance premiums for all of the insured are wholly paid by the Company. If the election of each candidate for Director is approved, the Company intends to renew the contract.
- 3. If Yoshiaki Ohkami's and Chie Kunihara's re-election is approved, the Company intends to continue the agreement with them to limit their liability as provided in Article 427, Paragraph 1 of the Companies Act. The limit of liability under the agreement is the amount stipulated by laws and regulations.
- 4. Yoshiaki Ohkami and Chie Kunihara are candidates for Outside Directors. The Company has designated them as independent directors stipulated by the provisions of the Tokyo Stock Exchange and has notified the said Exchange accordingly. If their re-election is approved at the Meeting, the Company intends to maintain their status as independent directors.
- 5. The number of the Company's shares held by each candidate includes holdings in the officers' shareholding association.

### Proposal 3: Election of Three (3) Directors Serving as Audit and Supervisory Committee Members

The terms of office of all three (3) Directors serving as Audit and Supervisory Committee Members will expire at the conclusion of the Meeting. Accordingly, the Company proposes to elect three (3) Directors serving as Audit and Supervisory Committee Members.

The Company has obtained prior consent of the Audit and Supervisory Committee concerning the submission of this Proposal.

The candidates for Directors serving as Audit and Supervisory Committee Members are as follows:

No.	Name	Gender	Current positions at the Company		Attendance at the Board of Directors meetings	Attendance at the Audit and Supervisory Committee
1	Toshiaki Kawakami	Male	Director, full-time Audit and Supervisory Committee Member	Reappointment	12/12	14/14
2	Hiroki Imai	Male	Director, Audit and Supervisory Committee Member	Reappointment Outside Independent	11/12	13/14
3	Shinichiro Zama	Male	Director, Audit and Supervisory Committee Member	Reappointment Outside Independent	12/12	14/14

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of the Company's shares held
	Toshiaki Kawakami (Dec. 2, 1957)	Apr. 1981 Jul. 2010 Jul. 2014	Joined the Company Manager, General Affairs Department and Personnel Department General Manager, General Affairs Department and Personnel Department	
	Reappointment	Jun. 2016	Executive Officer, General Manager, General Affairs and Personnel Department	
	Attendance at the Board of Directors meetings:	Jul. 2020	Executive Officer, General Manager, Corporate Planning Department	4,245
1	12/12 (100%) Attendance at the Audit	Jul. 2021	Executive Officer, General Manager, Corporate Planning Department, General Manager, General Affairs Department and in charge of Internal Control Compliance Department	
	and Supervisory Committee meetings:	Apr. 2022	Executive Officer, General Manager, General Affairs and Personnel Control Department	
	14/14 (100%)	Jun. 2022	Director, full-time Audit and Supervisory Committee Member (to present)	
	affairs and personnel segme served in key positions in the appropriate supervision and	ent. He was also the Internal Cont d advice on the (	engaged in operation and management of the head office includ o engaged in the General Manager of the Corporate Planning De rol Compliance Department. The Company believes he may pre Company's reinforcement of governance and business execution Audit and Supervisory Committee Member.	partment and ovide
	Hiroki Imai (Jan. 15, 1971) Reappointment Outside	Apr. 1997 Jun. 2015 Jun. 2016	Registered at Daini Tokyo Bar Association Audit and Supervisory Committee Member of the Company Director, Audit and Supervisory Committee Member (to present)	
	Independent		ncurrent positions) 7, Tada General Law Firm	
	Attendance at the Board of Directors meetings: 11/12 (92%)			7,315
2	Attendance at the Audit and Supervisory Committee meetings: 13/14 (93%)			
	Hiroki Imai has a long exp He has provided appropria outside perspective. There Audit and Supervisory Com management, the Company	erience as an att te supervision ar fore, the Compar mmittee Member y believes he ma fice as an Outsid	Outside Director and expected roles orney-at-law and a high level of expertise in general corporate l and advice on business execution of the Company's management my proposes his re-election as a Director (Outside Director) serv r. Although the candidate has not been directly involved in corp y continue to appropriately fulfill his duties for the reasons set f le Director (Audit and Supervisory Committee Member) will be	from an ring as an orate Forth above.

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of the Company's shares held
3	Shinichiro Zama (Oct. 11, 1954) Reappointment Outside Independent Attendance at the Board of Directors meetings: 12/12 (100%) Attendance at the Audit and Supervisory Committee meetings: 14/14 (100%)	Apr. 1977Joined Finance Department, Tamagawa University & AcademyApr. 2001Manager of Secretarial Office, Tamagawa University & AcademyApr. 2006General Manager of Accounting Department, Tamagawa University & AcademyApr. 2009Councilor, Tamagawa University & AcademyMar. 2015Auditor, HyphaGenesis Inc.Apr. 2015Director, Tamagawa University & AcademyJun. 2018Director, Audit and Supervisory Committee Member of the Company (to present)(Significant concurrent positions)Attendant to Executive Director, Tamagawa University & Academy	6,024
	In addition to an experience engaged in school manage supervision and advice on the Company proposes his Committee Member.	s candidate for Outside Director and expected roles see in financial section, Shinichiro Zama has a broad knowledge on management, ment as a trustee of Tamagawa University & Academy. He has provided approp business execution of the Company's management from an outside perspective. re-election as a Director (Outside Director) serving as an Audit and Supervisory fice as an Outside Director (Audit and Supervisory Committee Member) will be ing.	riate Therefore,

Notes:

- 1. There are no special interests between the candidates and the Company.
- 2. The Company has entered into a directors and officers liability insurance contract that insures all Directors, as provided in Article 430-3, Paragraph 1 of the Companies Act, with an insurance company. The insurance contract covers damages including compensation for damages and litigation costs to be borne by the insured Directors as a result of assuming liability for the execution of their duties apart from certain exceptions such as gross negligence or willful misconduct, and the insurance premiums for all of the insured are wholly paid by the Company. If the election of each candidate for Director is approved, the Company intends to renew the contract
- 3. If Toshiaki Kawakami's, Hiroki Imai's and Shinichiro Zama's re-election is approved, the Company intends to continue the agreement with them to limit their liability as provided in Article 427, Paragraph 1 of the Companies Act. The limit of liability under the agreement is the amount stipulated by laws and regulations.
- 4. Hiroki Imai and Shinichiro Zama are candidates for Outside Directors. The Company has designated them as independent directors stipulated by the provisions of the Tokyo Stock Exchange and has notified the said Exchange accordingly. If their re-election is approved at the Meeting, the Company intends to maintain their status as independent directors.
- 5. The number of the Company's shares held by each candidate includes holdings in the officers' shareholding association.

### [Reference] Composition of the Board of Directors upon approval of Proposal 2 and Proposal 3

**Skill Matrix of the Candidates for Directors as well as the Audit and Supervisory Committee Members** If Proposal 2 and Proposal 3 are approved as originally proposed, the expertise and experience specifically possessed by each candidate for Director and each Audit and Supervisory Committee Member are as follows:

				1			and experi								
Name	Outside and Independent	Corporate management	Sales, marketing	Internationality	Finance, accounting	Development, manufacturing	Quality, after-sales service	Personnel, diversity	IT, digital	Legal affairs, risk	Sustainability, ESG				
Kimiyasu Kato		0		0		0	0	0		0	0				
Takao Watanabe			0				0								
Takatsugu Ishii			0	0	0				0						
Yasuhiro Kondo						0	0		0		0				
Yoshiaki Ohkami	•			0		0					0				
Chie Kunihara	•	0						0			0				
Toshiaki Kawakami								0		0					
Hiroki Imai	●									0					
Shinichiro Zama	●				0										

(Note) The above table does not represent all of the knowledge and experience possessed by each Director.

### [Reference] Independence Criteria for Outside Directors

Persons who satisfy the independence requirements provided by the Tokyo Stock Exchange shall be deemed independent from the Company.

However, the independence of those who fall under the following shall be carefully determined according to actual circumstances.

- 1. Consultants, accounting or legal professionals who receive a large amount of compensation from the Company other than directors' compensation.
- 2. Persons who receive a large amount of donation, etc. from the Company, or in case the recipient is a corporation, etc., an executive thereof.
- 3. A major shareholder of the Company, or in case the entity is a corporation, etc., an executive thereof.
- 4. Close relatives of the following (excluding those who are irrelevant):
  - A. Persons who fall under 1 through 3 above.
    - B. Directors, Audit and Supervisory Board Members, Executive Officers and important employees, etc. of the Company and its subsidiaries.