



December 19, 2025

To whom it may concern:

Company name NORITZ Corporation  
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**Notice Concerning Result of Simplified Partial Share Exchange  
with OGIHARA MFG.CO., Ltd. to Make it a Subsidiary**

NORITZ Corporation (the “Company”) resolved on November 19, 2025 to conduct a simplified partial share exchange (hereinafter the “Partial Share Exchange”) where the Company will be a parent company resulting from a partial share exchange and OGIHARA MFG.CO., Ltd. (hereinafter “OGIHARA”) will be a subsidiary company resulting from a partial share exchange, and prepared and approved a plan for the partial share exchange (the “Partial Share Exchange Plan”). The Company hereby announces that today marks the effective date of the Partial Share Exchange set forth in the Partial Share Exchange Plan. The details are below.

1. Concerning fulfillment of conditions of the partial share exchange, number of shares of the partial-share-exchange subsidiary acquired, and ratio of voting rights held

In the Partial Share Exchange Plan, the lower limit number of common shares of OGIHARA to be accepted by the Company in the Partial Share Exchange is set as 14,977 shares. The actual number of common shares of OGIHARA acquired by the Company in the Partial Share Exchange was 30,325 shares, which exceeds the aforementioned lower limit. Accordingly, the Partial Share Exchange was effective and OGIHARA became a subsidiary in which the Company holds 69.9% of the shares.

Furthermore, the number of common shares of the Company delivered to the transferors of the common shares of OGIHARA as consideration was 365,416 shares.

2. Number of shares and holding ratio of voting rights of the partial-share-exchange subsidiary held by the Company before and after the partial share exchange

	Number of shares held	Holding ratio of voting rights
Before the Partial Share Exchange	26,333 shares	32.5%
After the Partial Share Exchange	56,658 shares	69.9%

3. Date of partial share exchange

Board of Directors Meeting at which the partial share exchange was resolved	November 19, 2025 (Wednesday)
Date of application for the transfer of shares of the partial-share-exchange subsidiary	December 12, 2025 (Friday)
Effective date of the partial share exchange	December 19, 2025 (Friday)