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 Code: 3186
February 4, 2025

To Our Shareholders

Seiji Hirota
Representative Director, Chairman and President
NEXTAGE Co., Ltd.
14F, Meiji-Yasuda Life Insurance Nagoya Building
1-1, Shinsakaemachi, Naka-ku, Nagoya

Notice of the 26th Annual General Meeting of Shareholders

We are pleased to announce the 26th Annual General Meeting of Shareholders of NEXTAGE Co., Ltd. (the "Company"), which will be held as indicated below.
The Company has taken measures for electronic provision of materials for the General Meeting of Shareholders. Matters regarding measures for electronic provision are as detailed below.
Our website https://ir.nextage.jp/meeting.php
TSE website https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
In order to see Notice of the 26th Annual General Meeting of Shareholders and the materials, please access to TSE website, then search "NEXTAGE Co., Ltd." or "3186 (securities code)". Select "basic information" and "Documents for public inspection / PR information".

Shareholders who do not intend to attend the meeting are able to vote by either mailing or online via the internet, please review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by Thursday, February 20, 2025 at 6:00 p.m. (JST).

It is also possible to watch the meeting online at your place. Please refer to the enclosed "Information on online distribution regarding of the 26th Annual General Meeting of Shareholders" in the notice.

Notes

1. Date of Time: Friday, February 21, 2025, at 10:00 a.m. (Reception will open at 9:00 a.m.)
2. Venue: Chunichi Hall & Conference Room 1
6F, Chunichi Building
4-1-1, Sakae, Naka-ku, Nagoya
3. Purpose of the meeting:
Matters to be reported
1. The Business Report and the Consolidated Financial Statements for the 26th fiscal year (from December 1, 2023 to November 30, 2024), and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 26th fiscal year (from December 1, 2023 to November 30, 2024)

Matters to be resolved
Proposal No.1: Appropriation of Surplus
Proposal No.2: Election of Four (4) Directors
Proposal No.3: Election of Three (3) Audit & Supervisory Board Members

- The following components are not included within the documents in the electronic provision system for shareholders due to laws and our Articles of Incorporation. They are part of documents used by the Accounting Auditor and the Audit & Supervisory Board providing the results of audit.

1) Structure for Ensuring the Appropriateness of Business and Outline of its Operation Status
2) Consolidated Statement of Changes in Net Assets
3) Notes to Consolidated Financial Statements
4) Statement of Changes in Shareholders' Equity
5) Notes to Non-consolidated Financial Statements

- If amendments to the contents of the electric provision system are required, they will be notified through each posting website.
- The valid vote shall be the one via the internet when you have exercised your voting right in both ways, mailing and online. Also, the last vote is valid when you have exercised your voting rights multiple times on the internet.
- All Voting Rights Exercise Forms sent back to us with no clarification to each proposal shall be considered approval.
- Resolutions decided in this general meeting shall be disseminated by an online document as "Notice of Resolution of the Annual General Meeting of Shareholders" on our website (https://ir.nextage.jp/en/). "Nextage Report" will be also published at the same time.

Reference Documents for the General Meeting of Shareholders

Proposal No.1: Appropriation of Surplus

The Company considers that it is a top priority to secure returns for shareholders. The basic policy of this is continued stable dividends to shareholders with considering a solid business foundation and a solid financial structure. Thereby, the Company proposes the year-end dividend for the 26th fiscal year as follows:

(1) Type of dividend assets:
Cash

(2) Allocation of dividend assets and total amount of the same:

Per share of common stock of the Company:	33 yen
Total amount of dividends:	2,660,524,647 yen

(3) Effective date of dividends of surplus:
February 25, 2025

Proposal No.2: Election of four (4) Directors

Four Directors are finishing their terms upon the conclusion of this General Meeting of Shareholders. Therefore, the Company proposes to elect four Directors, including two Independent Outside Directors, for reinforcement of corporate governance and swift decisions.

■ Policy and Process for Nominating Director Candidates

As nominating the candidates for Directors at by the Board of Directors, the Company has comprehensively elected potential candidates at Nominating Advisory Committee from the perspective of suitability to nominated positions that they are about to assume. The criteria require them to show 1) understanding of Corporate Philosophy and Management Philosophy, 2) the ability to execute appropriate and swift management decision practiced by rich experience, 3) the ability to contribute to further growth of the Company, 4) the ability to solve the problems of the risks as well as the key priorities ahead of the Company, and 5) the discernment to uphold the laws and regulations and corporate ethics.

The candidates for Directors are as follows:

Candidate No.	Name	Current position (responsibility in the Company)	Attendance at the meetings of the Board of Directors
1	Reappointment Seiji Hirota	Representative Director, Chairman and President (Management of the entire group)	13/13
2	Reappointment Masashi Nomura	Director and Executive Officer (Administration Department)	13/13
3	Reappointment Outside Independent Tadamitsu Matsui	Director	13/13
4	Reappointment Outside Independent Isao Endo	Director	13/13

Reappointment Candidate for reelection as a Director

Outside Candidate for an Outside Director

Independent Independent Director as provided and registered to Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc.

No.	Name (Date of birth/Other notes)	Summary of career, position, in charge, and status of important offices concurrently served	Number of the Company's shares owned
1	**Seiji Hirota** (July 31, 1973) Reappointment Position: Representative Director, Chairman and President Responsibility: Management of the entire group Number of years in office as Director: 26 years and 2 months Attendance at the meetings of the Board of Directors: 13/13 (100%) Attendance at the Nominating Advisory Committee: 4/4 (100%) Attendance at the Compensation Advisory Committee: 4/4 (100%)	**December 1998** Established AUTO STAGE HIROTA Co., Ltd. (presently, NEXTAGE Co., Ltd.) President and Representative Director of the Company **February 2010** President and CEO and Representative Director (President and CEO) of the Company **December 2011** President and Representative Director, ASAP Co., Ltd. **October 2015** President and Representative Director, Fortuna Co., Ltd. **February 2017** Chairman and Representative Director, ASAP Co., Ltd. **March 2017** Chairman and Representative Director, NEW Co., Ltd. (present position) **June 2018** Chairman and Representative Director, WEINS IMPORT Co., Ltd. (presently, Ai Co., Ltd.) (present position) **December 2019** President and Representative Director, Advance Co., Ltd. (presently, Universe Rent a Car Co., Ltd.) **March 2021** Chairman and Representative Director, Universe Rent a Car Co., Ltd. **February 2022** Chairman and Representative Director of the Company **September 2023** Representative Director, Chairman and President (present position) **September 2023** Chairman and Representative Director, ASAP Co., Ltd. (present position) **(Significant concurrent positions outside the Company)** Chairman and Representative Director, ASAP Co., Ltd. Chairman and Representative Director, NEW Co., Ltd. Chairman and Representative Director, Ai Co., Ltd.	1,761,600 shares

(Participation in the committee)
Nominating Advisory Committee
Compensation Advisory Committee
Risk Management Committee
Compliance Committee

(Reasons for nomination as candidate for Director)
Mr. Seiji Hirota, the founder of the Company, is an executive who has always had a grand vision for the Company and worked to support the growth of the Company and the improvement of the Group's corporate value sustainably as Representative Director since the Company's founding. He has always been aware of the development of the used car industry as a whole and exhibited strong leadership. The Company re-nominated him as a candidate for Director as it is essential to have him in the position of Director to further grow and enhance the Group's corporate value.

No.	Name (Date of birth/Other notes)	Summary of career, position, in charge, and status of important offices concurrently served	Number of the Company's shares owned
2	**Masashi Nomura** (January 17, 1986) Reappointment Position: Director and Executive Officer Responsibility: Management of Administration Department Number of years in office as Director: 3 years Attendance at the meetings of the Board of Directors: 13/13 (100%)	**February 2013** Joined the Company **December 2018** Manager, Financial Strategy Management Div., Administration Department **February 2020** Executive Officer, General Manager of Administration Department **February 2022** Director and Executive Officer of the Company (present position) Director, ASAP Co., Ltd. (present position) **January 2023** Director, NEW Co., Ltd. (present position) **April 2023** Director, Ai Co., Ltd. (present position) **September 2023** President and Representative Director, Universe Rent a Car Co., Ltd. (present position) **(Significant concurrent positions outside the Company)** Director, ASAP Co., Ltd. Director, NEW Co., Ltd. Director, Ai Co., Ltd. President and Representative Director, Universe Rent a Car Co., Ltd.	66,000 shares

(Participation in the committee)
Risk Management Committee
Compliance Committee

(Reasons for nomination as candidate for Director)
Mr. Masashi Nomura has utilized his knowledge of accounting and taxation, once he has joined the Company overseeing the accounting department and the internal audit office. Later, he was involved in business management as the manager of the finance and corporate planning department. Since February 2020, he has supported the company's growth by supervising Finance, Accounting, and IR Department. This has led him to the promotion of a solid foundation of the Administration Department. The Company re-nominated him as a candidate for Director as it is essential to have him in the position of Director to further grow and enhance the Group's corporate value.

No.	Name (Date of birth/Other notes)	Summary of career, position, in charge, and status of important offices concurrently served	Number of the Company's shares owned
3	**Tadamitsu Matsui** (May 13, 1949) Reappointment Outside Independent Position: Director Number of years in office as Outside Director: 9 years 9 months Attendance at the meetings of the Board of Directors: 13/13 (100%) Attendance at the Nominating Advisory Committee: 4/4 (100%) Attendance at the Compensation Advisory Committee: 4/4 (100%)	**June 1973** Joined The Seiyu Store Co., Ltd. (presently, Seiyu Co., Ltd.) **May 1993** Director, Ryohin Keikaku Co., Ltd. **May 1997** Managing Director **March 1999** Senior Managing Director **May 1999** President and Representative Director, RK TRUCKS Co., Ltd. **May 2000** President and Representative Director, MUJI.net Co., Ltd. (presently, MUJI HOUSE Co., Ltd.) **January 2001** President and Representative Director, Ryohin Keikaku Co., Ltd. **May 2001** Director, RK TRUCKS Co., Ltd. **February 2002** President and Representative Director and Executive Officer, Ryohin Keikaku Co., Ltd. **February 2008** Chairman and Representative Director and Excective Officer **May 2009** President and Representative Director, MUJI.net Co., Ltd. (presently MUJI HOUSE Co., Ltd.) **October 2010** President and Representative Director, T&T Corporation (presently, MATSUI office corporation) (present position) **June 2013** Outside Director, Resona Bank, Limited **September 2013** Outside Director, Adastria Holdings Co., Ltd. (presently, Adastria Co., Ltd.) **June 2014** Outside Director, Resona Holdings, Inc. Outside Director, OOTOYA Holdings Co., Ltd. **May 2015** Outside Director of the Company (present position) **June 2016** Outside Director, New Constructor's Network Co., Ltd. (present position) **November 2016** Outside Director, SADAMATSU Company Limited. (presently, Festaria Holdings Co., Ltd.) (present position) **(Status of important offices concurrently served)** President and Representative Director, MATSUI office corporation Outside Director, Festaria Holdings Co., Ltd. Outside Director, New Constructor's Network Co., Ltd.	12,000 shares

(Participation in the committee)
Nominating Advisory Committee (Chairperson)
Compensation Advisory Committee (Chairperson)

(Reasons for nomination as candidate for Outside Director and expected role)
Mr. Tadamitsu Matsui has extensive experience and broad discernment as a corporate manager. Therefore, the Company determined that he will sufficiently perform appropriate roles as Outside Director of the Company to construct operation systems and management systems of stores, to develop human resources and internal control, to work on solid corporate governance. The Company re-nominated him as a candidate for Outside Director as it is essential to have him in the position of Outside Director to further grow and enhance the Group's corporate value.

No.	Name (Date of birth/Other notes)	Summary of career, position, in charge, and status of important offices concurrently served	Number of the Company's shares owned
4	**Isao Endo** (May 8, 1956) Reappointment Outside Independent Position: Director Number of years in office as Outside Director: 4 years Attendance at the meetings of the Board of Directors: 13/13 (100%) Attendance at the Nominating Advisory Committee: 4/4 (100%) Attendance at the Compensation Advisory Committee: 4/4 (100%)	**April 1979** Joined Mitsubishi Electric Corporation **October 1988** Joined Boston Consulting Group (presently, Boston Consulting Group Inc.) **October 1992** Joined Anderson Consulting (presently, Accenture Japan Ltd) **October 1996** Partner, Anderson Consulting **September 1997** Partner and Director, Booz Allen & Hamilton (Japan) Inc. (presently, PwC Consulting LLC) **May 2000** President and Representative Director, Roland Berger Ltd. **April 2006** Chairman and Representative Director, Roland Berger Ltd. Professor, Graduate School of Commerce, Waseda University **August 2007** President and Representative Director, Cena Corporation, Inc. (present position) **May 2011** Outside Director, Ryohin Keikaku Co., Ltd. **March 2013** Outside Audit & Supervisory Board Member, Yamaha Motor Co., Ltd. **June 2014** Outside Director, NKSJ Holdings Co., Ltd. (presently, Sompo Holdings, Inc.) (present position) Outside Director, Nissin Steel Co., Ltd. (presently, NIPPON STEEL CORPORATION) **March 2015** Outside Director, DreamArts Corporation (present position) **November 2020** Consultant of the Company **February 2021** Outside Director of the Company (present position) **June 2023** Outside Director, TANAKA Holdings Co., Ltd. (presently, TANAKA PRECIOUS METAL GROUP Co., Ltd.) (present position) **(Status of important offices concurrently served)** President and Representative Director, Cena Corporation, Inc. Outside Director, Sompo Holdings, Inc. Outside Director, DreamArts Corporation Outside Director, TANAKA PRECIOUS METAL GROUP Co., Ltd.	0 shares

(Participation in the committee)
Nominating Advisory Committee
Compensation Advisory Committee

(Reasons for nomination as candidate for Outside Director and expected role)
Mr. Isao Endo has extensive experience and broad discernment as a corporate manager. Therefore, the Company determined that he will sufficiently perform appropriate roles as Outside Director of the Company by providing expertise with multiple perspectives, striving to increase the effectiveness of function of the Board of Directors in supervision of decision makings and duties. The Company re-nominated him as a candidate for Outside Director as it is essential to have him in the position of Outside Director to further grow and enhance the Group's corporate value.

(Special Matters Concerning Candidates for Directors above)

1. There is no special interest between each candidate and the company.
2. Mr. Tadamitsu Matsui and Mr. Isao Endo are candidates for Outside Directors.
3. The Company has entered into a contract for limit of liability with Mr. Tadamitsu Matsui and Mr. Isao Endo based on the provisions of Article 427, Paragraph 1 of the Companies Act to limit liability as provided for in Article 423, Paragraph 1 of the Companies Act to the minimum liability provided for in the laws and regulations, provided they perform their duties in good faith and without gross negligence. In case of the reelection of each candidate being approved by the shareholders, the Company intends to continue the above contract for limit of liability with them.
4. The Company has designated Mr. Tadamitsu Matsui and Mr. Isao Endo as its Independent Executive under the rules of Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc.
5. The Company has concluded indemnity insurance agreements with an insurance company, designating Directors and Audit & Supervisory Board Members of the Company and its subsidiaries, pursuant to Article 430-3, Paragraph 1 of the Companies Act. The insured bear no responsibility for actual insurance premiums. This agreement covers losses borne by the insureds resulting from the bearing of responsibilities. However, there are certain grounds that are exempt from coverage, such as not covering claims arising from actions undertaken with the knowledge that they are illegal actions. All candidates for Directors will be included in the insured of the insurance agreement.

Proposal No.3: Election of three (3) Audit & Supervisory Board Members

Three Audit & Supervisory Board Members are finishing their terms upon the conclusion of this General Meeting of Shareholders. Therefore, the Company proposes to elect three Audit & Supervisory Board Members. This proposal is consented by the Audit & Supervisory Board.

The candidates for Audit & Supervisory Board Members are as follows:

Candidate No.	Name	Current position (responsibility in the Company)	Attendance at the meetings of the Board of Directors	Attendance at the meetings of the Audit & Supervisory
1	Reappointment Tetsuya Isogai	Audit & Supervisory Board Member	12/13	11/12
2	Reappointment Outside Independent Manabu Haruma	Audit & Supervisory Board Member	13/13	12/12
3	Reappointment Outside Ikuo Murata	Audit & Supervisory Board Member	13/13	12/12

Reappointment Candidate for reelection as an Audit & Supervisory Board Member

Outside Candidate for an Outside Audit & Supervisory Board Member

Independent Independent Audit & Supervisory Board Member as provided and registered to Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc.

No.	Name (Date of birth/Other notes)	Summary of career, position, in charge, and status of important offices concurrently served	Number of the Company's shares owned
1	**Tetsuya Isogai** (August 18, 1969) Reappointment Position: Audit & Supervisory Board Member Number of years in office as Audit & Supervisory Board Member: 4 years Attendance at the meetings of the Board of Directors: 12/13 (92.3%) Attendance at the meetings of the Audit & Supervisory Board: 11/12 (91.7%)	**April 1996** Joined SANSHIN AUTO Co., Ltd. **July 2001** Joined the Company **December 2001** Director **December 2004** Senior Managing Director, Head of Corporate Planning Office **December 2005** Director, General Manager of Administration Department **December 2010** General Manager of Export Division, Business Department **March 2016** General Manager of Web Marketing Department **December 2016** Manager of Sales Promotion Division, Business Department **February 2017** Manager of Purchasing Division, Sales Department **February 2020** Internal Audit Division **February 2021** Audit & Supervisory Board Member (present position)	311,000 shares

(Participation in the committee)
Risk Management Committee
Compliance Committee

(Reasons for nomination as candidate for Audit & Supervisory Board Member)
Mr. Tetsuya Isogai as his career summary shows, he has the abundant knowledge and insight of Administration Department, Marketing Department, Purchasing Division which necessary for business and internal control. Therefore, the Company judges that he will perform sufficiently appropriate roles as Audit & Supervisory Board Member that supervising the management of the Company, will utilize his abundant knowledge and insight in the performance of his duties from an objective and fair standpoint. For these reasons, the Company re-nominated him as a candidate for Audit & Supervisory Board Member.

No.	Name (Date of birth/Other notes)	Summary of career, position, in charge, and status of important offices concurrently served	Number of the Company's shares owned
2	**Manabu Haruma** (November 4, 1973) Reappointment Outside Independent Position: Outside Audit & Supervisory Board Member Number of years in office as Outside Audit & Supervisory Board Member: 14 years 10 months Attendance at the meetings of the Board of Directors: 13/13 (100%) Attendance at the meetings of the Audit & Supervisory Board: 12/12 (100%)	**October 2001** Registered as an attorney at law Joined Ishihara Law office **October 2006** Representative Lawyer, Haruma & Noguchi Law Office (presently, "and LEGAL" Legal Professional Corporation) (present position) **April 2010** Outside Audit & Supervisory Board Member of the Company (present position) **June 2013** Outside Audit & Supervisory Board Member, POVAL KOGYO CO., LTD. (present position) **February 2017** Outside Audit & Supervisory Board Member, COPRO-HOLDINGS. Co., Ltd. (present position) **July 2018** Representative Director, HN Consulting Co., Ltd. (present position) **October 2023** Outside Audit & Supervisory Board Member, Village Vanguard Co., Ltd. (present position) **(Status of important offices concurrently served)** Representative Lawyer, "and LEGAL" Legal Professional Corporation Representative Director, HN Consulting Co., Ltd. Outside Audit & Supervisory Board Member, POVAL KOGYO CO., LTD. Outside Audit & Supervisory Board Member, COPRO-HOLDINGS. Co., Ltd. Outside Audit & Supervisory Board Member, Village Vanguard Co., Ltd.	0 shares

(Reasons for nomination as candidate for Outside Audit & Supervisory Board Member)
Mr. Manabu Haruma as his career summary shows, he has abundant experience at law and extensive knowledge and performance. Therefore, the Company judges that he will perform sufficiently appropriate roles as Audit & Supervisory Board Member who supervises the management of the group, will utilize his abundant experience at law and extensive knowledge and insight the performance of his duties from an objective and fair standpoint including corporate compliance. For the reasons set out above, the Company nominated again him as a candidate for Audit & Supervisory Board Member.

No.	Name (Date of birth/Other notes)	Summary of career, position, in charge, and status of important offices concurrently served	Number of the Company's shares owned
3	**Ikuo Murata** (June 5, 1958) Reappointment Outside Position: Outside Audit & Supervisory Board Member Number of years in office as Outside Audit & Supervisory Board Member: 12 years 5 months Attendance at the meetings of the Board of Directors: 13/13 (100%) Attendance at the meetings of the Audit & Supervisory Board: 12/12 (100%)	**December 1995** Joined and Director, Gulliver International Inc. (presently, IDOM Inc.) **April 1997** Managing Director **April 2000** President and Representative, G-ONE Financial Services Co., Ltd. **April 2001** Vice President and Director, Gulliver International Inc. (presently, IDOM Inc.) **June 2005** Senior Managing Director **April 2007** Chairman and Representative Director, G-ONE Credit Services Co., Ltd. **April 2009** Consultant, Gulliver International Inc. (presently, IDOM Inc.) **October 2009** President and Representative Director, MURATA TACTICS Co., Ltd. (present position) **September 2012** Outside Audit & Supervisory Board Member of the Company (present position) **March 2013** Outside Director, Snow Peak Inc. **March 2016** Outside Director (Audit and Supervisory Committee member), Snow Peak Inc. **June 2017** Outside Audit & Supervisory Board Member, Cyber Security Cloud, Inc. (present position) **(Status of important offices concurrently served)** President and Representative Director, MURATA TACTICS Co., Ltd. Outside Audit & Supervisory Board Member, Cyber Security Cloud, Inc.	0 shares

(Reasons for nomination as candidate for Outside Audit & Supervisory Board Member)
Mr. Ikuo Murata as his career summary shows, he has extensive experience and in-depth understanding related to management. Therefore, the Company judges that he will perform sufficiently appropriate roles as an Audit & Supervisory Board Member who supervises the management of the group, will utilize his extensive experience and performance of his duties from an objective and fair standpoint. For the reasons set out above, the Company nominated again him as a candidate for Audit & Supervisory Board Member.

(Special Matters Concerning Candidates for Directors above)

1. There is no special interest between each candidate and the company.
2. Mr. Manabu Haruma and Mr. Ikuo Murata are candidates for Outside Audit & Supervisory Board Member.
3. The Company has entered into a contract for limit of liability with Mr. Tetsuya Isogai, Mr. Manabu Haruma and Mr. Ikuo Murata based on the provisions of Article 427, Paragraph 1 of the Companies Act to limit liability as provided for in Article 423, Paragraph 1 of the Companies Act to the minimum liability provided for in the laws and regulations, provided they perform their duties in good faith and without gross negligence. In case of the reelection of each candidate being approved by the shareholders, the Company intends to continue the above contract for limit of liability with them.
4. The Company has designated Mr. Manabu Haruma as its Independent Executive under the rules of Tokyo Stock Exchange, Inc. and Nagoya Stock Exchange, Inc.
5. The Company has concluded indemnity insurance agreements with an insurance company, designating Directors and Audit & Supervisory Board Members of the Company and its subsidiaries, pursuant to Article 430-3, Paragraph 1 of the Companies Act. The insured bear no responsibility for actual insurance premiums. This agreement covers losses borne by the insureds resulting from the bearing of responsibilities. However, there are certain grounds that are exempt from coverage, such as not covering claims arising from actions undertaken with the knowledge that they are illegal actions. All candidates for Audit & Supervisory Board Members will be included in the insured of the insurance agreement.

(Reference) Skills Matrix

The skills matrix of Directors and Audit & Supervisory Board Members are as follows upon conclusion of this General Meeting of Shareholders.

Directors

Name	Corporate Management	Knowledge and experience in the industry	Financial strategy / Accounting and finance	Human resources and labor / Human resources development	Legal affairs / Compliance	IT / Digitalization	ESG / Risk management
Seiji Hirota	●	●	●				●
Masashi Nomura	●		●	●	●	●	●
Outside Independent Tadamitsu Matsui	●		●	●			
Outside Independent Isao Endo	●		●	●		●	

Audit & Supervisory Board Members

Name	Corporate Management	Knowledge and experience in the industry	Financial strategy / Accounting and finance	Human resources and labor / Human resources development	Legal affairs / Compliance	IT / Digitalization	ESG / Risk management
Tetsuya Isogai		●	●				
Outside Independent Manabu Haruma					●		
Outside Ikuo Murata	●	●	●				

Main reasons for nomination of skills shown above

Corporate Management	We believe that knowledge, skills, and experience furbished through corporate management are important to implement a medium to long term growth plan.
Knowledge and experience in the industry	We believe that knowledge and experience of our business are important to make appropriate and swift decisions.
Financial strategy / Accounting and finance	We believe that knowledge of financing, accounting, and tax as well as experience or ability to determine the relevancy are important to implement financial strategies for enhancement of our corporate value.
Human resources and labor / Human resources development	Human resources are essential factor in corporate management. We believe that knowledge, skills, and experience around human resource strategies are important to enhance our human capital with efforts in recruiting and training.
Legal affairs / Compliance	We believe that the ability to determine the relevancy and knowledge around both legal affairs and compliance are important to properly continue business.
IT / Digitalization	Improvement in productivity and customer satisfaction. Foundation of a new business model. We believe that knowledge, skills, and experience around these areas are important to IT applications and promotion of DX.
ESG / Risk management	We believe that corporate management and risk management from the perspective of ESG are essential, thus we sincerely treat the importance of its knowledge and experience.

(Reference) Basic Policy on Corporate Governance

The Company recognizes that one of the most important management clues is maximizing corporate value and securing soundness through efficient and transparent management. The Company's basic policy on corporate governance is threefold: 1) maximize the interest of shareholders, 2) establish good relationships of trust with stakeholders, including customers, business partners, regional communities, and employees, and 3) achieve continuous and stable growth.

To this end, we have implemented legitimate stringent audit and supervision of business execution to design effective internal controls, management system mindful with compliance, and an organization which appropriately collaborate with subsidiaries based on Group governance.

(Reference) The Role and Responsibility of Each Committee

(1) Board of Directors and Audit & Supervisory Board

The Company's Board of Directors consists of 4 Directors, including 2 Outside Directors. The Board's purpose is to make decisions on matters to be resolved by the Board of Directors stipulated by law and articles of incorporation and decisions on the company's crucial management matters. Furthermore, through reporting on matters discussed at the management meeting, the board supervises the execution business status and ensures the fairness and transparency of management.

Audit & Supervisory Board consists of 3 Audit & Supervisory board members, including 2 outside members. The Board's purpose is to audit the duties of the Board of Directors and meet regularly with the Accounting Auditor and the Internal Audit office to exchange opinions appropriately.

(2) Nominating & Compensation Advisory Committee

Each nomination and compensation advisory committee has been established to enhance the corporate governance system by ensuring the transparency and objectivity of the evaluation and decision process related to the nomination and compensation of Directors. The members are elected among Directors, and a majority of the Committee members are Independent Outside Directors, thereby enhancing independency and objectivity.

The nominating committee makes reports to the Board of Directors after discussing on matters related to the policies and standards for the selection, dismissal of Directors, and the overall process. The compensation committee makes reports to the Board of Directors after discussing on matters related to the remuneration system of Directors, the policy for determining remuneration, and the overall process.

(3) Management Committee

The committee consists of executive officer, general managers, and managers of each department. The purpose of the committee is to discuss and make decisions on the overall company's management policy, management strategy and business administration from a medium to long term perspective.

(4) Risk Management Committee

The committee extract and analyze the risk of obstruction inherent in management and sales activities of the Group and formulate appropriate risk countermeasures according to their importance. The department in charge of risk countermeasures confirms the progress of countermeasures and promotes initiatives systematically.

(5) Compliance Committee

The committee considers and formulates basic policies and measures to thoroughly ensure compliance and discusses issues and problems in activities to strengthen the compliance system.

Members of each committee (as of November 30, 2024)

●: Chairperson ○: Member

(Position) Name	Board of Directors	Audit & Supervisory Board	Nominating committee	Compen-sation committee	Management committee	Risk management committee	Compliance committee
(Chairman and Representative Director) Seiji Hirota	●		○	○	●	●	●
(Director and Executive Officer) Masashi Nomura	○				○	○	○
(Outside Director) Tadamitsu Matsui	○		●	●	Observer	Observer	Observer
(Outside Director) Isao Endo	○		○	○	Observer	Observer	Observer
(Audit & Supervisory Board member) Tetsuya Isogai	○	●			○	○	○
(Outside Audit & Supervisory Board member) Manabu Haruma	○	○			Observer	Observer	Observer
(Outside Audit & Supervisory Board member) Ikuo Murata	○	○			Observer	Observer	Observer

End