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: 3276
Date of sending by postal mail: March 10, 2025
Start date of measures for providing information in electronic format: March 3, 2025

To our shareholders:

Hideaki Mutoh
Representative Director, President and Chief Executive Officer
Japan Property Management Center Co., Ltd.
3-4-2 Marunouchi, Chiyoda-ku, Tokyo

Notice of the 23rd Annual General Meeting of Shareholders

We are pleased to announce the 23rd Annual General Meeting of Shareholders of Japan Property Management Center Co., Ltd. (the "Company"), which will be held as indicated below.
When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of Reference Documents for General Meeting of Shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the following websites. Please access the website using the internet address shown below to review the information.

The Company's website:
https://www.jpmc.jp/ir/meeting/ (in Japanese)

Website containing materials for the general meeting of shareholders:
https://d.sokai.jp/3276/teiji/ (in Japanese)

Tokyo Stock Exchange website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)
(Please access the above TSE website, enter "Japan Property Management Center Co., Ltd." in "Issue name (company name)" or "3276" in the "Code" to search for the company, then select "Basic information" "Documents for public inspection/PR information" and review "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]" in "Filed information available for public inspection.")

If you are unable to attend the meeting in person, you may exercise your voting rights in one of the following methods. Please review the attached Reference Document for General Meeting of Shareholders before doing so.

[Voting via the Internet, etc.]
Please access the website for exercising voting rights designated by the Company (https://soukai.mizuho-tb.co.jp/) and enter your approval or disapproval by 6:00 p.m. on Monday, March 24, 2025 (JST).
[Voting by Postal Mail]
Please indicate your approval or disapproval in the voting form and return the form to the Company by postal mail so that your vote is received by 6:00 p.m. on Monday, March 24, 2025 (JST).

1. **Date and Time:** Tuesday, March 25, 2025, at 10:00 a.m. (JST) (Reception opens at 9:00 a.m.)
2. **Venue:** Hall D7, Tokyo International Forum
   3-5-1 Marunouchi, Chiyoda-ku, Tokyo
   (Please ensure that you come to the reception desk on the 6th floor.)

3. **Purpose of the Meeting**

Matters to be reported:

(1) The Business Report and the Consolidated Financial Statements for the 23rd fiscal year (from January 1, 2024 to December 31, 2024), and the results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee

(2) The Non-consolidated Financial Statements for the 23rd fiscal year (from January 1, 2024 to December 31, 2024)

Matters to be resolved:

Proposal No. 1 Partial Amendment to the Articles of Incorporation

Proposal No. 2 Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

Proposal No. 3 Election of One Director Who Is an Audit and Supervisory Committee Member

4. **Instructions for Exercising Voting Rights**

Please refer to the "Instructions on Exercise of Voting Rights, etc." (in Japanese only)

- In case you exercise your voting rights in writing (by postal mail), if neither approval nor disapproval of each proposal is indicated on the voting form, the Company will deem that you indicated your approval of the proposal.
- If you exercise your voting rights more than once via the Internet, only the last vote shall be deemed effective.
- If you exercise your voting rights in duplicate both via the Internet as well as in writing (by postal mail), only the vote via the Internet shall be deemed effective regardless of the arrival date and time.
- If you exercise your voting rights by proxy, you may designate one other shareholder holding voting rights in the Company to attend the meeting. Please note, however, it is necessary to submit the written proof of the right of proxy.
- Please submit the voting form at the reception upon arrival at the venue.
- If revisions to the items for which measures for providing information in electronic format are to be taken arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the Company's aforementioned website, the website containing informational materials for the General Meeting of Shareholders and the TSE website.
- Paper-based documents stated in the items for providing information in electronic format are to be taken will be sent to shareholders who requested the delivery of paper-based documents, but the following information will be omitted from the documents pursuant to the provisions of laws and regulations and Article 14 of the Articles of Incorporation of the Company.
  (1) "Major businesses," "Major offices," "Employees," "Major lenders," "Shares of the Company," "Share acquisition rights, etc. of the Company," "Accounting Auditor," and "Systems for ensuring properness of business operation and overview of operating status of the systems" of the Business Report.
  (2) The "Consolidated Statements of Changes in Net Assets" and "Notes to Consolidated Financial Statements" of the Consolidated Financial Statements.
  (3) The "Statements of Changes in Net Assets" and "Notes to Non-consolidated Financial Statements" of the Non-consolidated Financial Statements.

  Therefore, the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements stated in the documents make up only a part of what was audited when the by the Accounting Auditor and the Audit and Supervisory Committee in the course of preparation of their audit report.

Reference Document for General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Partial Amendment to the Articles of Incorporation

1. Reasons for the proposal
   In order to respond to future expansion and diversification of business domains, the Company proposes to add business purposes to the Articles of Incorporation.

2. Details of amendments
   The details of amendments are as follows.

(Amended parts are underlined.)

Current Articles of Incorporation	Proposed amendment
(Purpose) Article 2 The purpose of the Company is to operate the following businesses. 1. Development of real estate sub-lease business and sub-lease business through franchise chain system (Omitted) 24. Advisory, information and consulting services related to property management, asset succession and business succession. (New) (New) (New) 25. All businesses and operations related to or attached to previous items	(Purpose) Article 2 The purpose of the Company is to operate the following businesses. 1. Development of real estate sub-lease business and sub-lease business through franchise chain system (Omitted) 24. Advisory, information and consulting services related to property management, asset succession and business succession. 25. Agency and intermediary for company acquisition, merger, transfer of business, capital alliance, business partnership, etc. and consulting 26. Introduction and agency for nursing homes, facilities and houses for the aged 27. Buying and selling electricity, intermediary and agency 28. All businesses and operations related to or attached to previous items

Proposal No. 2 Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all six currently serving Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of six Directors (excluding Directors who are Audit and Supervisory Committee Members).
The term of office of Directors (Excluding Directors who are Audit and Supervisory Committee Members) elected at this Annual General Meeting of Shareholders will be until the conclusion of the Annual General Meeting of Shareholders to be held in March 2026.
The selection of candidates for Directors was conducted after deliberation of the voluntary Nominating and Compensation Committee, the majority of which is comprised of independent outside Directors. Also, this proposal has been examined at the Audit and Supervisory Committee, and all candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) have been deemed appropriate.
Candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) are as follows:

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">1</td><td>Hideaki Mutoh
(April 19, 1964)

〈Re-election〉

Attendance at Board of Directors Meetings this business year
14/14</td><td colspan="2">Mar. 1997 Founder and Representative Director of NEXT Co., Ltd. (current LIFULL Co., Ltd.)
Sept. 1998 Representative Director and Vice President
Nov. 1999 General Manager of System Department of Apaman Shop Network, Co., Ltd. (current APAMAN Co., Ltd.)
May 2001 Representative Director of Fudousan Business Kenkyujyo
June 2002 Founder and Representative Director of the Company
Oct. 2003 Director of Fudousan Business Kenkyujyo
Jan. 2012 Representative Director, President and Chief Executive Officer of the Company (current position)
May 2016 JPMC Group CEO (current position)
(Significant concurrent positions outside the Company)
Representative Director of Mutoh Enterprise 2 Co., Ltd.</td><td>525,608 shares</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director:
Hideaki Mutoh established the Company in June 2002 and is currently serving as JPMC Group CEO and the President and Chief Executive Officer of the Company. The Company has nominated him again as a candidate for Director for his extensive business experience in the Company and property industry, and knowledge of overall management, administration and operations.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">2</td><td>Koji Kawakubo
(October 7, 1956)

〈Re-election〉
〈Outside/Independent〉

Attendance at Board of Directors Meetings this business year
14/14</td><td>Apr. 1980 Joined Yasuda Trust & Banking Co., Ltd.
Oct. 1999 General Manager of Consulting Department
Apr. 2007 Executive Officer and General Manager of Corporate Business Planning Department, Mizuho Trust & Banking Co., Ltd.
Apr. 2008 Executive Officer and General Manager of General Consulting Department of Mizuho Bank, Ltd.
Apr. 2009 Managing Executive Officer and General Manager of General Consulting Department
Apr. 2011 Managing Executive Officer, Officer in Charge of Branches and Assistant Officer in Charge of Corporate Group
Apr. 2012 Managing Executive Officer, Officer in Charge of Sales Branches
Mar. 2013 Representative Director and President of Mizuho Realty Co., Ltd.
July 2015 Representative Director and President
Mar. 2017 Full-time Audit and Supervisory Board Member of Tokyo Tatemono Co., Ltd.
Mar. 2023 Outside Director and the Chairperson of the Board of Directors of the Company (current position)
(Significant concurrent positions outside the Company)
None</td><td>1,700 shares</td></tr>
<tr><td colspan="3">Reasons for nomination as candidate for outside Director and outline of roles expected:
Koji Kawakubo has abundant experience as a management executive in companies including Mizuho Trust & Banking Co., Ltd. and Mizuho Bank, Ltd., and insight in a wide range of areas including finance, sales and real estate. He has contributed to sustained growth and the enhancement of medium- to long-term corporate value. In addition, since his appointment as an outside Director of the Company in March 2023, he has taken a leadership role in strengthening the Company’s corporate governance as the Chairperson of the Board of Directors and the chair of the voluntary Nominating and Compensation Committee. For these reasons, the Company determined that it is appropriate for him to continue to be a candidate for outside Director.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	Takashi Hosoda (April 28, 1955) 〈Re-election〉 〈Outside/Independent〉 Attendance at Board of Directors Meetings this business year 14/14	Apr. 1979 Joined Ministry of Finance July 1996 Director for Minister's Secretariat and Professor of Kyoto University July 2008 Director of Japan Finance Corporation for Small and Medium Enterprise (current Japan Finance Corporation) July 2008 Deputy Director-General of Minister's Secretariat of Ministry of Internal Affairs and Communications July 2010 Director - General of Nagoya Customs Apr. 2011 Director of Incorporated Administrative Agency Japan Housing Finance Agency June 2013 Director - General of Tokyo Customs July 2014 Chief of Kanto Local Finance Bureau Mar. 2016 Registered as attorney June 2016 Representative Director and Vice President of TOMATO BANK, LTD. Oct. 2019 Joined Y&P Legal Professional Corporation as Counselor (current position) July 2020 Outside Audit & Supervisory Board Member of Rococo Co., Ltd. (current position) Aug. 2021 Outside Director of Maezawa Industries, Inc. (current position) Mar. 2022 Outside Director of the Company (current position) (Significant concurrent positions outside the Company) Counselor of Y&P Legal Professional Corporation Outside Audit & Supervisory Board Member of Rococo Co., Ltd. Outside Director of Maezawa Industries, Inc.	1,300 shares
	Reasons for nomination as candidate for outside Director and outline of roles expected: After joining the Ministry of Finance, Takashi Hosoda obtained a wealth of experience and knowledge in the fiscal and financial fields as the deputy director-general of a local public enterprise, the Chief of Kanto Local Finance Bureau, and a Representative Director and Vice President of a local bank. He also has experience in positions of responsibility for company management. He also has deep insights into corporate governance and compliance and has contribute to the management of the Company with advice and supervision as outside Director. Therefore, the Company determined that it is appropriate for him to continue to be a candidate for outside Director.		

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
4	Shigeo Ikeda (February 13, 1974) 〈Re-election〉 Attendance at Board of Directors Meetings this business year 14/14	Apr. 1996 Joined SK Trading Co., Ltd. Aug. 2004 Joined the Company Jan. 2015 Executive Officer, General Manager of Consulting Sales Division, and Group Manager of Metropolitan Consulting Group Jan. 2016 Senior Executive Officer, General Manager of Property Management Business Department, General Manager of Eastern Japan Property Management Department, and General Manager of Senior Housing Business Department Jan. 2018 Managing Executive Officer and General Manager of Property Management Business Department Mar. 2018 Director, Managing Executive Officer, and General Manager of Property Management Business Department Jan. 2019 Director, Managing Executive Officer, and West Japan Company President Jan. 2020 Director, Senior Managing Executive Officer, and East Japan Company President Jan. 2021 JPMC Group COO Jan. 2022 Director, Senior Managing Executive Officer, and General Manager of Partner Business HQ Jan. 2024 Director, Senior Managing Executive Officer, and Sales and Marketing Company President Mar. 2024 JPMC Group Co-COO (current position) Jan. 2025 Director, Senior Managing Executive Officer, Sales and Marketing Company President, and General Manager of Administration Division (current position) (Significant concurrent positions outside the Company) Director of JPMC Asset Management Co., Ltd. Director of JPMC Works & Supply Co., Ltd.	79,283 shares
	Reasons for nomination as candidate for Director: Shigeo Ikeda has served in the sales division since joining the Company and has assumed the position of general Manager of the Consulting Sales Division and the Property Management Business Department. He is currently leading the sales and head office administration functions of the Group as JPMC Group Co-COO and the Senior Managing Executive Officer of the Company. The Company nominated him again as a candidate for Director for his extensive experience with regard to the business of the Company and knowledge of overall management and administration.		

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">5</td><td>Shinya Ueda
(November 6, 1976)

〈Re-election〉

Attendance at Board of Directors Meetings this business year
10/10</td><td>Apr. 2000 Joined Sumitomo Construction Co., Ltd. (current Sumitomo Mitsui Construction Co., Ltd.)
Apr. 2005 Joined the Company
Apr. 2016 Executive Officer, General Manager of Consulting Sales Division
Jan. 2018 Executive Officer, General Manager of Solution Sales Division
Representative Director of JPMC Asset Management Co., Ltd.
Jan. 2019 Executive Officer, Metropolitan Company President of the Company
Jan. 2020 Senior Executive Officer, West Japan Company President
Jan. 2022 Managing Executive Officer, General Manager of Direct Marketing Division
Jan. 2024 Managing Executive Officer, Operating Company President
Mar. 2024 JPMC Group Co-COO (current position)
Director, Managing Executive Officer, Operating Company President (current position)
(Significant concurrent positions outside the Company)
Director of JPMC Finance Co., Ltd.
Director of Mirai Small Amount & Short Term Insurance Co., Ltd.
Director of JPMC Agency Co., Ltd.
Director of JPMC SHINEI Co., Ltd.
Director and Chairman of Requs Property Co., Ltd.</td><td>46,546 shares</td></tr>
<tr><td colspan="3">Reasons for nomination as candidate for Director:
Shinya Ueda has served in the sales division and property management division since joining the Company, and through his extensive experience in the Company’s business and outstanding leadership skills in the organization, he has made significant contributions to the development of business strategies that promote the Company’s growth and the fostering of organizational capabilities to implement such strategies. He also has experience as a representative director of the group company and has insight into the overall management. For these reasons, the Company has nominated him again as a candidate for Director.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
6	Takayuki Okumiya (February 10, 1983) 〈Re-election〉 Attendance at Board of Directors Meetings this business year 10/10	Dec. 2007 Joined AZSA & Co. (current KPMG AZSA LLC) Sept. 2011 Registered as CPA Aug. 2012 Joined Mandom Corporation July 2018 Registered as tax accountant Sept. 2019 Joined MOA Co., Ltd. (current XPRICE Inc.) CFO and General Manager of Administration Department Sept. 2020 Director, CFO and General Manager of Administration Department Apr. 2023 Managing Director, CFO and General Manager of Administration Department Dec. 2023 Joined the Company, assistant to President (Associate Director) Jan. 2024 Executive Officer, General Manager of Finance Division Mar. 2024 JPMC Group CFO (current position) Director, Senior Executive Officer, General Manager of Finance Division (current position) (Significant concurrent positions outside the Company) Company Auditor of JPMC Finance Co., Ltd. Company Auditor of Mirai Small Amount & Short Term Insurance Co., Ltd. Director of JPMC Agency Co., Ltd. Company Auditor of JPMC SHINEI Co., Ltd. Company Auditor of JPMC Works & Supply Co., Ltd. Company Auditor of JPMC Asset Management Co., Ltd.	2,018 shares
	Reasons for nomination as candidate for Director: As a certified public accountant and tax accountant, Takayuki Okumiya not only has expertise in finance, accounting, and taxation, but also has extensive knowledge of overall management based on his experience as a CFO and the head of an administrative department at a business corporation. The Company has therefore nominated him again as a candidate for Director		

Notes:
1. There is no special interest between any of the candidates and the Company.
2. Koji Kawakubo and Takashi Hosoda are candidates for outside Director. The Company has submitted notification to the Tokyo Stock Exchange that both individuals have been designated as independent officers as provided for by the aforementioned exchange. If both individuals are re-elected, the Company plans to continuously specify them as independent officers.
3. Koji Kawakubo will have served as outside Director of the Company for two years upon the conclusion of this Annual General Meeting of Shareholders. Moreover, Takashi Hosoda will have served as outside Director of the Company for three years upon the conclusion of this Annual General Meeting of Shareholders.
4. The Company has entered into an agreement with Koji Kawakubo and Takashi Hosoda to limit their liability for damages under Article 423, paragraph (1) of the Companies Act. The maximum amount of liability for damages under this agreement is the amount provided for under laws and regulations, and if both individuals are re-elected, the Company plans to renew the agreement with them.
5. The Company has entered into a liability insurance contract with an insurance company for directors and officers, etc., as stipulated in Article 430-3, paragraph (1) of the Companies Act, and the insurance contract will cover the damages that would be borne by the insured. If each candidate is elected as proposed, each candidate will be included as an insured in the contract. The details of this insurance contract are as stated in the Business Report.

Proposal No. 3 Election of One Director Who Is an Audit and Supervisory Committee Member

Since Director Keiji Komatsu, who is currently an Audit and Supervisory Committee Member, will resign at the conclusion of this Annual General Meeting of Shareholders, the Company proposes the election of one new Director who is an Audit and Supervisory Committee Member.

The term of office of Directors who are Audit and Supervisory Committee Members elected at this Annual General Meeting of Shareholders will be until the conclusion of the Annual General Meeting of Shareholders held in March 2026.

The selection of candidates for Directors was conducted after deliberation of the voluntary Nominating and Compensation Committee, the majority of which is comprised of independent outside Directors. Also, the consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidate for the role of Director who is an Audit and Supervisory Committee Member is as follows:

Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
Nobuyuki Onishi (July 12,1962) 〈New election〉 〈Outside/Independent〉	Apr. 1985 Joined Olympus Optical Co., Ltd. (current Olympus Corporation) Accounting Department Aug. 1989 Seconded to Olympus Optical Co. (Europa) GmbH (current Olympus Europa SE&Co.KG) Apr. 2006 Deputy General Manager of Accounting Department of Olympus Corporation July 2009 General Manager of Accounting Department July 2013 Head of Administration Division of Olympus (China) Co. Ltd. June 2020 Full-time Audit and Supervisory Board Member of Olympus Medical Science Sales Corporation (current Olympus Marketing, Inc.) Apr. 2022 Global Head of Treasury and Accounting of Evident Corporation June 2024 Left Evident Corporation (Significant concurrent positions outside the Company) None	0 shares
Reasons for nomination as candidate for outside Director and outline of roles expected: Nobuyuki Onishi has been engaged in accounting for a long time working for Olympus Corporation and its affiliates. The Company has nominated him as a candidate for outside Director who is an Audit and Supervisory Committee Member because it determined that he is able to contribute to ensuring sound management of the Company through audit utilizing his professional knowledge and experience.		

Notes:
1. There is no special interest between Nobuyuki Onishi and the Company.
2. Nobuyuki Onishi is a candidate for outside Director who is an Audit and Supervisory Committee Member. If his election is approved, he will be an independent officer as provided for by the Tokyo Stock Exchange.
3. The Company has entered into an agreement with Directors who are Audit and Supervisory Committee Members to limit their liability for damages under Article 423, paragraph (1) of the Companies Act. If the election of Nobuyuki Onishi is approved, the Company plans to enter into said agreement with him to limit his liability. The maximum amount of liability for damages under this agreement is the amount provided for under laws and regulations.
4. The Company has entered into a liability insurance contract with an insurance company for directors and officers, etc., as stipulated in Article 430-3, paragraph (1) of the Companies Act, and the insurance contract will cover the damages that would be borne by the insured. If the election of Nobuyuki Onishi is approved, he will be included as an insured in the contract. The details of this insurance contract are as stated in the Business Report.

■ Independence criteria for outside Directors ■

The Company has set the following independence criteria to strengthen the decision on the execution of business by the Board of Directors and the function to supervise the fulfillment of duties by Directors and further enhance the independence and neutrality of the audit system.

[Summary of the Independence criteria for outside Directors]

(1) In any of the fiscal years of the past ten years, he/she has not received remuneration that exceeds ¥5 million or any other asset directly from the Group. If he/she is a consultant, accounting or legal professional, the amount of the remuneration paid by the Group to a legal entity or organization to which he/she belongs shall not exceed ¥10 million.

(2) For the past ten years, he/she has never served as an executive director, executive officer (*Shikkoyaku*), executive officer (*Shikkoyakuin*) or an employee with a position of general manager or higher of a company that applies to the following:
   (i) In any of the fiscal year(s) of the past ten years, the amount of business transactions with the Group exceeds 1% of the consolidated net sales of either party.
   (ii) It is a major shareholder of the Company (Shareholder who owns over 5% of total voting rights directly or indirectly. The same definition shall apply hereinafter.).
   (iii) The Group is its major shareholder.
   (iv) It holds a substantial interest in the Group.
   (v) It has the relationship to dispatch/accept Director to/from the Company.

(3) He/she is not a spouse or a relative within the third degree of kinship of a person who applies to (1) and (2) above.

(4) He/she is not a spouse or a relative within the third degree of kinship of Director, Executive Officer or an employee with a position of General Manager or higher of the Group.

(5) He/she does not belong to an audit company that plays a role of a financial auditor of the Company.

(6) In addition to each item above, he/she does not hold any other critical interest that makes his/her independence doubtful.

For the term of outside Directors, the following standards are applied:

   (i) He/she is not re-elected at the annual general meeting of shareholders on the eight year of his/her inauguration.
   (ii) Regardless of the previous provision, on that condition that the Board of Directors gave approval, he/she may be re-elected up to ten years.
   (iii) The upper limit of the age at the expiration of term shall be 75 years old.

■ Skill Matrix of Candidates for Director ■

If Proposal No. 2 and No. 3 are approved as proposed at this Annual General Meeting of Shareholders, the makeup of the Board of Directors and the areas the Group expects each Director to be in charge of are as follows.

Name	Title	Area the Group expects Director to contribute to									
		Business management	Sales marketing	Knowledge regarding the Company's industry	Human resources development	M&A	Legal affairs and risk management	Finance	DX	ESG	Government agencies and administration
Hideaki Mutoh	Representative Director President and Chief Executive Officer	○	○	○	○				○	○	
Koji Kawakubo	Outside Director Chairperson of the Board of Directors	○	○	○		○	○	○			
Takashi Hosoda	Outside Director	○					○	○			○
Shigeo Ikeda	Director Senior Managing Executive Officer	○	○	○					○		
Shinya Ueda	Director Managing Executive Officer		○	○							
Takayuki Okumiya	Director Senior Executive Officer	○			○	○		○	○	○	
Taiji Ueda	Outside Director who is an Audit and Supervisory Committee Member					○		○			
Yuko Sakurai	Outside Director who is an Audit and Supervisory Committee Member					○	○				○
Nobuyuki Onishi	Outside Director who is an Audit and Supervisory Committee Member	○				○		○			

Note: The above chart does not display all of the knowledge and experience of Directors.