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(Securities Code: 8439)

June 2, 2025

(Electronic provision measures commence on May 26, 2025)

To Shareholders with Voting Rights:

Koji Fujiwara
President & CEO,
Representative Director
Tokyo Century Corporation
3 Kanda-neribeicho, Chiyoda-ku,
Tokyo, Japan

NOTICE OF THE 56TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

You are hereby informed that the 56th Annual General Meeting of Shareholders (the “Meeting”) of Tokyo Century Corporation (the “Company”) will be held for the purposes as described below.

When convening this general meeting of shareholders, the Company has taken measures for providing information in electronic format (the “electronic provision measures”) and has posted matters subject to the electronic provision measures on the following Company’s website.

The Company website
<https://www.tokyocentury.co.jp/en/ir/stock/meeting.html>



In addition to the website shown above, the Company also has posted this information on the following website.

The TSE website (Listed Company Search)
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>



Please access the above website, enter “Tokyo Century Corporation” in the issue name (company name) or our stock exchange code “8439” in the “Code” field, and click “Search” to find search results. Then, click on “Basic information” and “Documents for public inspection/PR information.” in this order to find “[Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting]” in the “Filed information available for public inspection” section.

Instead of attending the Meeting, you can exercise your voting rights in writing (by mail) or via the Internet. Please review the Guide to Exercising Voting Rights on pages 3 and 4 and exercise your voting rights by 5:15 p.m. on Friday, June 20, 2025. In addition, the Company will broadcast the Meeting live via the Internet so that you can watch the proceedings of the Meeting live. For details, please refer to the Information on the Livestreaming of the General Meeting of Shareholders on page 5.

- 1. Date and Time:** Monday, June 23, 2025 at 10:00 a.m. Japan time
(Reception starts at 9:00 a.m.)
- 2. Place:** AKIBA HALL, FUJISOFT Bldg. 5F
3 Kanda-neribeicho, Chiyoda-ku, Tokyo, Japan
* Please refer to the “Map and Directions” attached at the end.
- 3. Meeting Agenda:**
Matters to be reported:
1. Business Report, Consolidated Financial Statements for the 56th Fiscal Year (from April 1, 2024 to March 31, 2025) and results of audits by the Accounting Auditor and the Board of Corporate Auditors of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the 56th Fiscal Year (from April 1, 2024 to March 31, 2025)
- Matters to be resolved:**
- Proposal No. 1:** Appropriation of Surplus
Proposal No. 2: Partial Amendment to the Articles of Incorporation
Proposal No. 3: Election of Eleven (11) Directors
Proposal No. 4: Election of One (1) Substitute Corporate Auditor
- 4. Arrangements in convening the Meeting:**
- (1) You can exercise your voting rights by proxy upon submission of a letter of proxy which certifies the permission of the proxy who shall be a shareholder qualified to exercise voting rights.
 - (2) If neither approval nor disapproval of a proposal is indicated, it shall be deemed a vote of approval for the Company proposals.
 - (3) If you wish to split your voting on any of the proposals, please notify the Company of your intention to split a vote and its reasons at least three days prior to the date of the Meeting.

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◎In accordance with laws and regulations as well as the Articles of Incorporation of the Company, the following matters are not presented in the documents mailed to shareholders who made a request for delivery of documents. Accordingly, the documents mailed to shareholders constitute only part of the documents audited by the independent auditor and the Corporate Auditors in the preparation of their Audit Reports. For the following information, please see the websites on page 1.

- “Matters concerning stock acquisition rights, etc. of the Company,” “Matters concerning the accounting auditor,” and “System for ensuring appropriateness of operations” in the Business Report
- Consolidated Statements of Changes in Equity and Notes to Consolidated Financial Statements
- Non-consolidated Statements of Changes in Equity and Notes to Non-consolidated Financial Statements

◎If any amendments are made to matters subject to the electronic provision measures, such amendments will be posted on the respective websites where the matters are posted.

## Guide to Exercising Voting Rights

We recognize that the shareholders' voting rights to be exercised in the Meeting are an important right for our shareholders.

Please review the matters subject to electronic provision measures of the Reference Documents for the General Meeting of Shareholders, and we respectfully request that you exercise your voting rights.

The following three methods are available for exercising your voting rights.

### Attending the Meeting in person

Please submit the enclosed Voting Rights Exercise Form at the reception desk of the venue.

Date and time of the Meeting: Monday, June 23, 2025 **at 10:00 a.m.**

(Reception starts at 9:00 a.m.)

### Exercising voting rights in writing (by mail)

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it by mail without putting a stamp on it.

Deadline for exercising voting rights: **5:15 p.m.**, Friday, June 20, 2025 **(time of receipt)**

### Exercising voting rights via the Internet

Please enter your vote for or against the proposals following the guide on the next page.

Deadline for exercising voting rights: **5:15 p.m.**, Friday, June 20, 2025 **(completion of input)**

## Guide to filling out the Voting Rights Exercise Form

Please circle the response corresponding to your vote for each proposal.

Proposals 1, 2, and 4

- Circle “贊” to vote for the proposal
- Circle “否” to vote against the proposal

Proposal 3

- Circle “贊” to vote for the proposal
- Circle “否” to vote against the proposal
- If you disapprove part of candidates, circle “贊” and write the number(s) of the candidate(s) whom you are against
- If you exercise your voting rights both through writing (by mail) and through the Internet, etc., the vote through the Internet, etc. shall be valid. If you exercise your voting rights through the Internet, etc. more than once, the last vote shall be deemed to be effective.
- The password will be locked and disabled when inputted incorrectly a certain number of times. When the password is locked, please follow the instructions on the screen.

## **Guide to Exercising Voting Rights via the Internet**

### **<Exercise of voting rights by scanning the log-in QR Code: “Smart SR”>**

You can log in to the voting website without entering your voting rights exercise code and password.

#### **1. Please scan the QR Code on the bottom right of the Voting Rights Exercise Form**

Note: “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.

#### **2. Please tap the “Jump to the voting website” button at the top of the Smart SR page; then, follow the instructions on the screen and enter your votes**

Note: If you find it difficult to access the website due to the communications environment and other reasons, try again a little later.

### **Exercising voting rights on Smart SR is available only once.**

If you need to change your votes after exercising your voting rights, please access the voting website designed for PC users and log in by entering your “voting rights exercise code” and “password” printed on the enclosed Voting Rights Exercise Form. Then, please exercise your voting rights again.

### **<Exercise of voting rights by entering voting rights exercise code and password>**

Voting website: <https://soukai.mizuho-tb.co.jp/>

#### **1. Please access the voting website**

Click “Continue.”

#### **2. Please enter the “voting rights exercise code” on the Voting Rights Exercise Form**

Enter the “voting rights exercise code” and click “Continue.”

#### **3. Please enter the “password” on Voting Rights Exercise Form**

Enter the “initial password,” create a new password that you will use going forward, and click “Register.”

#### **4. Thereafter, please follow the instructions on the screen and enter your votes**

Institutional investors can use the electronic voting platform for institutional investors run by ICJ, Inc.

## **Information on the Livestreaming of the General Meeting of Shareholders**

As the proceedings of the Meeting will be streamed live on the Internet, shareholders not attending the Meeting in person will be able to watch it at home or elsewhere.

### ***Livestream date and time***

Monday, June 23, 2025, from 10:00 a.m. until the conclusion of the Meeting

### ***Cautionary note***

Voting rights cannot be exercised on the livestream website. Therefore, shareholders who plan to watch the livestream need to exercise their voting rights in advance, no later than the deadline for exercising voting rights (5:15 p.m. on Friday, June 20, 2025).

### ***How to watch the livestream***

#### **1. On your smartphone, tablet, or other mobile device**

- (1) Scan the QR Code on the bottom right of the Voting Rights Exercise Form.  
Note: “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.
- (2) Tap the “Jump to the shareholders’ meeting livestream website” button on the Smart SR page.
- (3) Wait for the shareholders’ meeting livestream website to appear; then, follow the instructions on the website to watch the livestream.

#### **2. On your desktop or laptop computer**

- (1) Access the URL below; and log on to Smart SR by entering your voting rights exercise code and password, which can be found on the bottom right on the back of the Voting Rights Exercise Form.  
**Smart SR’s URL** <https://smart-sr.m041.mizuho-tb.co.jp/sA>
- (2) Click the “Jump to the shareholders’ meeting livestream website” button on the Smart SR page; then, follow the instructions on the website to watch the livestream.

#### **Notes:**

- Shareholders who have exercised their voting rights in advance can still watch the livestream on the day of the Meeting.
- If there is a change to the details of the livestreaming, such as how to watch it, the Company will provide the latest information on its website at <https://www.tokyocentury.co.jp/en>.
- Please be aware that shareholders attending the Meeting in person may inadvertently appear in the livestream despite our best efforts.
- Please be aware that we will not be able to take questions or comments from the online audience.
- Shareholders are forbidden from doing the following: sharing their voting rights exercise code and password with a third party in order for the third party to watch the livestream; and recording or publishing the audio or video of the livestream.
- Streaming video or audio may be distorted due to the viewer’s computer environment, Internet connection, and other factors.
- Associated communications and other charges will be the responsibility of the shareholder.

### ***Contact information***

**Stock Transfer Agency Department, Mizuho Trust & Banking Co., Ltd.**

Toll-free number: **0120-288-324**

(Weekdays 9:00–17:00)

## **Termination of Shareholder Special Benefit Plan**

The Company has decided to terminate its shareholder special benefit plan as detailed below.

### **(1) Reasons for termination of shareholder special benefit plan**

The Company has hitherto offered a shareholder special benefit plan to reward its shareholders' continued support.

However, in order to ensure equitable treatment of shareholders, the Company carefully considered how to return profits fairly to shareholders. As a result, we have decided to terminate the shareholder special benefit plan and instead to focus on returning profits through dividends and other means going forward.

The Company's basic policy for shareholder returns (dividends) is to provide stable, long-term returns to shareholders. Based on this policy, its Medium-Term Management Plan 2027 also stipulates maintaining stable returns to shareholders while balancing with growth investment and financial base. While adopting a progressive dividend policy as our basic stance, we aim to increase dividends per share with profit growth.

Positioning shareholder returns as one of important management issues, the Company will continue to strive to improve its corporate value. We would sincerely appreciate our shareholders' understanding of this matter.

### **(2) Shareholder special benefit plan termination schedule**

The shareholder special benefit plan will be terminated after the provision of the final shareholder benefit items **(to be sent after the completion of the Annual General Meeting of Shareholders of June 2025)**, the recipients of which will be the shareholders who are recorded in the Company's shareholder registry as of March 31, 2025 and own 400 or more shares.

## Reference Documents for the General Meeting of Shareholders

### Proposal No. 1: Appropriation of Surplus

The Company, under its basic policy, aims to return profits to its shareholders on a long-term and stable basis while enhancing internal reserves. We are committed to maintaining stable returns to shareholders, while balancing with growth investment and financial base.

Our policy on dividends is to distribute progressive amounts in an aim to increase dividends with profit growth, targeting a consolidated payout ratio of approximately 35%.

For the period-end dividend, we propose to pay the following dividends considering the results for the fiscal year under review, future business operations, and other factors.

#### 1. Matters pertaining to the period-end dividend

##### (1) Dividend assets classification

The dividend will be paid in cash.

##### (2) Matters pertaining to the allocation of dividend assets and total amount thereof

¥33 per share of the Company's common stock

Total amount            ¥16,161,303,708

Including the interim dividend of ¥29 per share already paid, the annual dividend for the fiscal year under review will be ¥62 per share.

##### (3) Effective date for payment of dividend of surplus

June 24, 2025

## Proposal No. 2: Partial Amendment to the Articles of Incorporation

### 1. Reasons for the proposal

The proposed amendment aims to enable the Board of Directors to operate flexibly and also improve independence and objectivity in its decision-making process. Currently, under Article 33 of the Articles of Incorporation, the convener and chairperson of the Board of Directors is limited to the director and president. The proposed amendment is intended to change this Article to allow other directors to be the convener of the Board and chairperson of the meeting.

### 2. Details of the proposed amendment

The proposed amendment is as shown below.

(The amended portions are underlined.)

| Current                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Proposed Amendment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Article 33 (Convener and the chairperson of the board of directors)<br><br>1. The board of directors shall be convened by <u>the director and president, who shall be the chairperson</u> , except as otherwise provided under the laws and ordinances.<br><br>2. If <u>the director and president</u> is unavailable, other directors shall convene the board of directors and act as the chairperson in the order decided by the board of directors in advance. | Article 33 (Convener and the chairperson of the board of directors)<br><br>1. The board of directors shall be convened by <u>the director who was decided by the board in advance to act as the convener and chairperson</u> , except as otherwise provided under the laws and ordinances.<br><br>2. If <u>the director specified in the preceding paragraph</u> is unavailable, other directors shall convene the board of directors and act as the chairperson in the order decided by the board of directors in advance. |



**Proposal No. 3: Election of Eleven (11) Directors**

The terms of office of all Directors will expire at the conclusion of this Meeting.

Accordingly, the election of eleven (11) Directors is proposed.

The candidates are as follows.

| No. | Name                                                                                                                                  | Current positions and responsibilities at the Company                                                                                                  | Attendance at meetings held in FY2024 |                      |                        |
|-----|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|----------------------|------------------------|
|     |                                                                                                                                       |                                                                                                                                                        | Board of Directors                    | Nomination Committee | Compensation Committee |
| 1   | <span>Reappointment</span> Masataka Yukiya <span>Male</span>                                                                          | Chairman & Co-CEO, Representative Director                                                                                                             | 13/13<br>(100%)                       | 8/8                  | 5/5                    |
| 2   | <span>Reappointment</span> Koji Fujiwara <span>Male</span>                                                                            | President & CEO, Representative Director                                                                                                               | 11/11<br>(100%)                       |                      |                        |
| 3   | <span>Reappointment</span><br><span>External Director</span> Akio Nakamura <span>Independent Director</span><br><span>Male</span>     | Director                                                                                                                                               | 13/13<br>(100%)                       | 8/8                  | 5/5                    |
| 4   | <span>Reappointment</span><br><span>External Director</span> Toshio Asano <span>Independent Director</span><br><span>Male</span>      | Director                                                                                                                                               | 13/13<br>(100%)                       | 8/8                  | 5/5                    |
| 5   | <span>Reappointment</span><br><span>External Director</span> Miho Tanaka <span>Independent Director</span><br><span>Female</span>     | Director                                                                                                                                               | 13/13<br>(100%)                       | 8/8                  | 5/5                    |
| 6   | <span>Reappointment</span><br><span>External Director</span> Tsuyoshi Numagami <span>Independent Director</span><br><span>Male</span> | Director                                                                                                                                               | 13/13<br>(100%)                       | 8/8                  | 5/5                    |
| 7   | <span>Reappointment</span><br><span>External Director</span> Hiroshi Ogasawara <span>Independent Director</span><br><span>Male</span> | Director                                                                                                                                               | 11/11<br>(100%)                       | 5/5                  | 2/2                    |
| 8   | <span>Reappointment</span> Mahoko Hara <span>Female</span>                                                                            | Director and Senior Managing Executive Officer; President, Specialty Finance Business Development Unit; President, Specialty Finance Business Unit III | 13/13<br>(100%)                       |                      |                        |
| 9   | <span>Reappointment</span> Tatsuya Hirasaki <span>Male</span>                                                                         | Director and Senior Managing Executive Officer; President, Corporate Planning Unit; President, Accounting Unit                                         | 13/13<br>(100%)                       |                      |                        |
| 10  | <span>New appointment</span> Takashi Yonetsu <span>Male</span>                                                                        | Senior Managing Executive Officer; President, Treasury Unit                                                                                            | —                                     |                      |                        |
| 11  | <span>New appointment</span> Masahiro Imai <span>Male</span>                                                                          |                                                                                                                                                        | —                                     |                      |                        |

## Notes:


1. The numbers of attendance of Messrs. Koji Fujiwara and Hiroshi Ogasawara at Board of Directors meetings are the numbers of their attendance at the meetings held in FY2024 after they took office as Directors of the Company in June 2024.
2. The numbers of attendance of Mr. Hiroshi Ogasawara at Nomination Committee and Compensation Committee meetings are the numbers of his attendance at the respective committees' meetings held in FY2024 after he took office as Director of the Company in June 2024.


## Skills Matrix of Director Candidates


The Company aims to appoint a diverse team of directors in order to strengthen the frameworks for ensuring effective management, oversight and advisory functions for the Board of Directors. Items of the skills matrix will be reviewed as necessary based on the management strategy and plans. The composition of the Board of Directors subject to the approval of the Proposal as originally proposed is as follows:


| Areas of expertise and expected contributions |                   |                          |                                     |                |                            | Nomination Committee<br>(◎Chairperson) | Compensation Committee<br>(◎Chairperson) |
|-----------------------------------------------|-------------------|--------------------------|-------------------------------------|----------------|----------------------------|----------------------------------------|------------------------------------------|
| Corporate Management                          | Global Operations | Finance, Risk Management | Legal Affairs, Accounting, Taxation | Sustainability | IT, Digital Transformation |                                        |                                          |
| ●                                             |                   | ●                        |                                     | ●              | ●                          | ●                                      | ●                                        |
| ●                                             | ●                 | ●                        |                                     | ●              |                            | ●                                      | ●                                        |
| ●                                             |                   | ●                        | ●                                   |                |                            | ●                                      | ◎                                        |
| ●                                             | ●                 |                          |                                     | ●              |                            | ◎                                      | ●                                        |
|                                               |                   | ●                        | ●                                   | ●              |                            | ●                                      | ●                                        |
| ●                                             | ●                 |                          |                                     | ●              |                            | ●                                      | ●                                        |
| ●                                             | ●                 |                          |                                     | ●              | ●                          | ●                                      | ●                                        |
|                                               | ●                 | ●                        |                                     | ●              | ●                          |                                        |                                          |
|                                               |                   | ●                        | ●                                   | ●              | ●                          |                                        |                                          |
|                                               |                   | ●                        | ●                                   | ●              |                            |                                        |                                          |
| ●                                             | ●                 |                          |                                     | ●              |                            |                                        |                                          |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Number of<br>shares of the<br>Company held |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 1   |  <p>Masataka Yukiya<br/>(May 8, 1956)<br/>Reappointment<br/>Male</p>                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>April 1979    Joined ITOCHU Corporation</p> <p>April 2004    General Manager of Finance, Realty, Insurance &amp; Logistics Services Management Planning Department and Chief Information Officer of Finance, Realty, Insurance &amp; Logistics Services Company of ITOCHU Corporation</p> <p>April 2006    Chief Operating Officer of Finance Division, Finance, Realty, Insurance &amp; Logistics Services Company of ITOCHU Corporation</p> <p>April 2008    Executive Officer, Chief Operating Officer of Finance and Insurance Division, Finance, Realty, Insurance &amp; Logistics Services Company of ITOCHU Corporation</p> <p>June 2011    Director and Managing Executive Officer, Deputy President, Corporate Business Unit I and Finance Business Unit of the Company</p> <p>April 2012    Director and Managing Executive Officer, President, Corporate Business Unit III of the Company</p> <p>April 2015    Director and Senior Managing Executive Officer, President, Corporate Business Unit III of the Company</p> <p>April 2019    Director and Senior Managing Executive Officer, Responsible for Equipment Leasing of the Company</p> <p>June 2019    Deputy President, Director and Executive Officer, Responsible for Equipment Leasing of the Company</p> <p>April 2020    Deputy President, Representative Director and Executive Officer, Responsible for Equipment Leasing of the Company</p> <p>June 2022    Chairman &amp; Co-CEO, Representative Director of the Company (to present)</p> | 40,500                                     |
|     | <p>Reasons for the selection of candidate for Director</p> <p>Mr. Masataka Yukiya has provided appropriate management and oversight as Director of the Company since June 2011, applying his abundant experience and wide range of knowledge gained in corporate management at a general trading company and operational execution in fields including sales and finance. The Company nominates Mr. Yukiya as a Director candidate as he will be able to continue contributing to the Company's sustainable growth and improvement of medium- to long-term corporate value.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                            |


| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Career summary, positions, responsibilities,<br>and significant concurrent positions |                                                                                                                 | Number of<br>shares of the<br>Company held |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 2   | <br>Koji Fujiwara<br>(June 29, 1961)<br><u>Reappointment</u><br><u>Male</u>                                                                                                                                                                                                                                                                                                                                                                                                                  | April 1985                                                                           | Joined The Dai-Ichi Kangyo Bank, Limited                                                                        | 1,500                                      |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | April 2012                                                                           | Managing Director, General Manager of Investor Relations Department of Mizuho Financial Group, Inc.             |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | April 2014                                                                           | Chief Managing Director of Mizuho Financial Group, Inc.; Managing Director of Mizuho Bank, Ltd.                 |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | June 2014                                                                            | Director and Managing Executive Officer of Mizuho Financial Group, Inc.; Managing Director of Mizuho Bank, Ltd. |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | April 2017                                                                           | President & CEO (Representative Director) of Mizuho Bank, Ltd.                                                  |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | April 2022                                                                           | Advisor of Mizuho Bank, Ltd. (retired in June 2022)                                                             |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | July 2022                                                                            | Advisor of the Company (retired in May 2024)                                                                    |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | July 2022                                                                            | Senior Advisor of Mizuho Financial Group, Inc.                                                                  |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | July 2023                                                                            | Special Advisor of Mizuho Financial Group, Inc. (retired in March 2025)                                         |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | June 2024                                                                            | Director of the Company                                                                                         |                                            |
|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | April 2025                                                                           | President & CEO, Representative Director of the Company (to present)                                            |                                            |
|     | Reasons for the selection of candidate for Director<br>Mr. Koji Fujiwara has provided appropriate management and oversight as Director of the Company from June 2024 and President & CEO, Representative Director of the Company since April 2025, applying his abundant experience and wide range of knowledge gained in corporate management at financial institutions. The Company nominates Mr. Fujiwara as a Director candidate as he will be able to continue contributing to the Company's sustainable growth and improvement of medium- to long-term corporate value. |                                                                                      |                                                                                                                 |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Name<br>(Date of birth)                                                                                                                                                                                             | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Number of<br>shares of the<br>Company held |
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| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <div></div> <div>Akio Nakamura<br/>(July 21, 1955)<br/>Reappointment<br/>Male<br/>External Director<br/>Independent Director</div> | <div>April 1978    Joined Ministry of Finance</div> <div>July 2005    Director-General, Fukuoka Regional Taxation Bureau of National Tax Agency</div> <div>July 2006    Deputy Director-General, Financial Bureau of Ministry of Finance</div> <div>July 2007    Senior Deputy Director-General, Financial Bureau of Ministry of Finance</div> <div>July 2009    Director-General, Osaka Regional Taxation Bureau of National Tax Agency</div> <div>July 2010    Director-General, Financial Bureau of Ministry of Finance (retired in August 2011)</div> <div>October 2011    Chairman of Sompo Japan Research Institute Inc. (currently Sompo Institute Plus Inc.) (retired in June 2016)</div> <div>March 2013    Registered as attorney, joined Tanabe &amp; Partners (to present)</div> <div>June 2015    Director of the Company (retired in June 2017)</div> <div>June 2016    Audit &amp; Supervisory Board Member of NTT DATA Corporation (retired in June 2018)</div> <div>June 2018    Director of the Company (to present)</div> <div>April 2019    President and CEO, Japan Securities Depository Center, Incorporated</div> <div>June 2019    Director, President &amp; CEO, Japan Securities Depository Center, Incorporated (to present)</div> <div>(Significant concurrent positions)<br/>Special Partner of Tanabe &amp; Partners<br/>Director, President and CEO, Japan Securities Depository Center, Incorporated<br/>President and CEO, JASDEC DVP Clearing Corporation<br/>Outside Director (Audit &amp; Supervisory Committee Member), Ipet Insurance Co., Ltd.</div> | 14,600                                     |
| <div>Reasons for the selection of candidate for External Director and outline of expected roles</div> <div>Mr. Akio Nakamura has provided accurate advice on the overall management of the Company from an objective perspective as an External Director of the Company, as well as carried out management and monitoring from an independent perspective, applying his abundant experience and wide range of knowledge gained in fields such as finance and taxation, from June 2015 to June 2017, and again from June 2018. In addition, he provided valuable suggestions as the chairperson of the Compensation Committee and a member of the Nomination Committee. The Company nominates Mr. Nakamura as an External Director candidate as we expect he will continue contributing to the Company’s sustainable growth and improvement of medium- to long-term corporate value after his election.</div> <div>Special notes concerning candidates for External Director</div> <div>- Mr. Akio Nakamura served for 2 years as an External Director of the Company from June 2015 to June 2017, and again for 7 years since June 2018. The total term of office of Mr. Akio Nakamura as an External Director of the Company will be 9 years at the conclusion of this Meeting.</div> <div>- Mr. Akio Nakamura is a candidate for which the Tokyo Stock Exchange requires to be appointed as an independent officer.</div> <div>- Although the Company has business relationships with Japan Securities Depository Center, Incorporated, at which Mr. Akio Nakamura serves as Director, President and CEO, and Tanabe &amp; Partners, at which he serves as a Special Partner, the amount of transaction accounted for less than 1% of the sales of these companies and the consolidated revenue of the Company, and the amount of transaction with Tanabe &amp; Partners was ¥1 million during the most recent fiscal year. JASDEC DVP Clearing Corporation, at which Mr. Nakamura serves as President and CEO, and Ipet Insurance Co., Ltd., at which Mr. Nakamura serves as an Outside Director, do not have business relationships with the Company.</div> |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                            |


| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Number of<br>shares of the<br>Company held |
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|     |  <p>Toshio Asano<br/>(December 4, 1952)<br/>Reappointment<br/>Male<br/>External Director<br/>Independent Director</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>April 1975      Joined Asahi Chemical Industry Co., Ltd. (currently Asahi Kasei Corporation)</p> <p>October 2003    Executive Officer, Asahi Kasei Pharma Corporation</p> <p>April 2010      President, Presidential Executive Officer, Asahi Kasei Pharma Corporation</p> <p>April 2011      President, Presidential Executive Officer, Asahi Kasei Pharma Corporation; Executive Officer, Asahi Kasei Corporation</p> <p>April 2014      Presidential Executive Officer, Asahi Kasei Corporation</p> <p>June 2014      President &amp; Representative Director, Presidential Executive Officer, Asahi Kasei Corporation</p> <p>April 2016      Director, Standing Counsellor, Asahi Kasei Corporation</p> <p>June 2016      Standing Counsellor, Asahi Kasei Corporation</p> <p>June 2019      Director of the Company (to present)</p> <p>June 2022      Counsellor, Asahi Kasei Corporation</p> <p>June 2024      Special Advisor, Asahi Kasei Corporation (to present)</p> <p>(Significant concurrent positions)</p> <p>Outside Director of MEDIPAL HOLDINGS CORPORATION</p> <p>External Director of Daicel Corporation</p> <p>Special Advisor of Asahi Kasei Corporation</p> <p>Chairman, Japanese Foundation for Cancer Research</p> |                                            |
| 4   | <p>Reasons for the selection of candidate for External Director and outline of expected roles</p> <p>Mr. Toshio Asano has led a major diversified chemicals company, and has abundant experience and broad knowledge of corporate management. He has applied his insight in the management of the Company and carried out management and monitoring from an independent perspective as an External Director of the Company since June 2019. In addition, he provided valuable suggestions as the chairperson of the Nomination Committee and a member of the Compensation Committee. The Company nominates Mr. Asano as an External Director candidate as we expect he will continue contributing to the Company's sustainable growth and improvement of medium- to long-term corporate value after his election.</p> <p>Special notes concerning candidates for External Director</p> <ul style="list-style-type: none"> <li>- The term of office of Mr. Toshio Asano as an External Director of the Company will be 6 years at the conclusion of this Meeting.</li> <li>- Mr. Toshio Asano is a candidate for which the Tokyo Stock Exchange requires to be appointed as an independent officer.</li> <li>- Although the Company has a business relationship with Asahi Kasei Corporation, at which Mr. Toshio Asano was engaged in management, and Japanese Foundation for Cancer Research, at which he serves as Chairman, the amount of transaction accounted for less than 1% of the sales of Asahi Kasei Corporation and Japanese Foundation for Cancer Research and the Company's consolidated revenue during the most recent fiscal year. In addition, ¥2 million donation has been made to Japanese Foundation for Cancer Research. MEDIPAL HOLDINGS CORPORATION, at which Mr. Asano serves as Outside Director, and Daicel Corporation, at which Mr. Asano serves as External Director, do not have business relationships with the Company.</li> </ul> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 10,000                                     |


| No. | Name<br>(Date of birth)                                                                                                                                                                                 | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Number of<br>shares of the<br>Company held |
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|     |  <p>Miho Tanaka<br/>(December 1, 1974)<br/>Reappointment<br/>Female<br/>External Director<br/>Independent Director</p> | <p>October 2004 Registered as attorney-at-law<br/>Joined Asahi Koma Law Offices (currently Nishimura &amp; Asahi/Foreign Law Joint Enterprise)</p> <p>February 2007 Joined TMI Associates</p> <p>July 2015 Partner of Shiba Management Legal Office (currently Shiba &amp; Tanaka Law Offices) (to present)</p> <p>June 2021 Director of the Company (to present)</p> <p>(Significant concurrent positions)<br/>Partner of Shiba &amp; Tanaka Law Offices<br/>Outside Director of Solasto Corporation<br/>Supervisory Director of Marimo Regional Revitalization REIT, Inc.<br/>Supervisory Director of JINUSHI Private REIT Investment Corporation</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                            |
| 5   |                                                                                                                                                                                                         | <p>Reasons for the selection of candidate for External Director and outline of expected roles</p> <p>Although Ms. Miho Tanaka has never been directly involved in corporate management, she has abundant experience and knowledge in corporate legal affairs and M&amp;A as an attorney-at-law, and has served as an External Director of the Company since June 2021, using her deep insight and abundant experience in the Company's management and providing management oversight from an independent perspective. In addition, she provided valuable suggestions as a member of the Compensation Committee and the Nomination Committee. The Company nominates Ms. Tanaka as an External Director candidate as we expect she will continue contributing to the Company's sustainable growth and improvement of medium- to long-term corporate value after her election.</p> <p>Special notes concerning candidates for External Director</p> <ul style="list-style-type: none"> <li>- The term of office of Ms. Miho Tanaka as an External Director of the Company will be 4 years at the conclusion of this Meeting.</li> <li>- Ms. Miho Tanaka is a candidate for which the Tokyo Stock Exchange requires to be appointed as an independent officer.</li> <li>- Although the Company has a business relationship with Solasto Corporation, at which Ms. Miho Tanaka serves as Outside Director, the amount of transaction accounted for less than 1% of the sales of Solasto Corporation and the Company's consolidated revenue during the most recent fiscal year. The Company has no business relationship with Shiba &amp; Tanaka Law Offices, at which Ms. Tanaka serves as Partner, or Marimo Regional Revitalization REIT, Inc. and JINUSHI Private REIT Investment Corporation, at which she serves as Supervisory Director.</li> <li>- The name of Ms. Miho Tanaka on the family register is Miho Takahashi.</li> </ul> | 900                                        |




| No. | Name<br>(Date of birth)                                                                                                                                                                                                               | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Number of<br>shares of the<br>Company held |
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| 6   |  <p>Tsuyoshi Numagami<br/>(March 27, 1960)<br/><u>Reappointment</u><br/><u>Male</u><br/><u>External Director</u><br/><u>Independent Director</u></p> | <p>April 2000 Professor, Graduate School of Commerce and Management, Hitotsubashi University</p> <p>January 2011 Dean of Graduate School, Graduate School of Commerce and Management, Hitotsubashi University</p> <p>December 2014 Director, Vice President, Hitotsubashi University</p> <p>April 2018 Professor, Graduate School of Business Administration, Hitotsubashi University</p> <p>June 2022 Director of the Company (to present)</p> <p>April 2023 Professor Emeritus, Hitotsubashi University (to present)</p> <p>Professor, Institute for Business and Finance, Waseda Business School (to present)</p> <p>(Significant concurrent positions)</p> <p>Outside Audit &amp; Supervisory Board Member, JFE Holdings, Inc.</p> <p>Outside Director, EBARA CORPORATION</p> <p>Professor Emeritus, Hitotsubashi University</p> <p>Professor, Institute for Business and Finance, Waseda Business School</p> <p>Reasons for the selection of candidate for External Director and outline of expected roles</p> <p>Although Mr. Tsuyoshi Numagami has never been directly involved in corporate management, he has deep academic knowledge as a corporate management researcher, particularly in corporate strategy and organization. He has applied his deep insight and knowledge in the Company's management and to provide management oversight from an independent perspective as an External Director of the Company since June 2022. In addition, he provided valuable suggestions as a member of the Compensation Committee and the Nomination Committee. The Company nominates Mr. Numagami as an External Director candidate as we expect he will continue contributing to the Company's sustainable growth and improvement of medium- to long-term corporate value after his election.</p> <p>Special notes concerning candidates for External Director</p> <ul style="list-style-type: none"> <li>- The term of office of Mr. Tsuyoshi Numagami as an External Director of the Company will be 3 years at the conclusion of this Meeting.</li> <li>- Mr. Tsuyoshi Numagami is a candidate for which the Tokyo Stock Exchange requires to be appointed as an independent officer.</li> <li>- JFE Holdings, Inc., at which Mr. Tsuyoshi Numagami serves as Outside Audit &amp; Supervisory Board Member, and EBARA CORPORATION, at which Mr. Numagami serves as Outside Director, and Waseda University, at which Mr. Numagami serves as Professor of the Institute, have business relationships with the Company, but the amount of transaction accounted for less than 1% of the sales of JFE Holdings, Inc., EBARA CORPORATION, and Waseda University and the Company's consolidated revenue during the most recent fiscal year. There is no business relationship between the Company and Hitotsubashi University at which Mr. Numagami serves as Professor Emeritus.</li> <li>- EBARA CORPORATION, at which Mr. Tsuyoshi Numagami serves as Outside Director, received a recommendation from the Japan Fair Trade Commission on February 20, 2025, pursuant to the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors. Mr. Numagami had had no knowledge of the problem until then, but had consistently provided the company with suggestions and advice from a compliance perspective at its Board of Directors meetings and other occasions. Since he learned of the problem, furthermore, he has provided the company with suggestions and advice on ways to promptly get to the bottom of the problem and to enhance the internal control system and compliance so that similar problems will not recur.</li> </ul> | 6,900                                      |



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| <div>Reasons for the selection of candidate for External Director and outline of expected roles</div> <div>Mr. Hiroshi Ogasawara has led a major electric equipment manufacturing company for many years, and has abundant experience and broad knowledge of corporate management. He has applied his deep insight and knowledge in the Company’s management and provided management oversight from an independent perspective as an External Director of the Company since June 2024. In addition, he provided valuable suggestions as a member of the Compensation Committee and the Nomination Committee. The Company nominates Mr. Ogasawara as an External Director candidate as we expect he will continue contributing to the Company’s sustainable growth and improvement of medium- to long-term corporate value after his election.</div> <div>Special notes concerning candidates for External Director</div> <div>- The term of office of Mr. Hiroshi Ogasawara as an External Director of the Company will be 1 year at the conclusion of this Meeting.</div> <div>- Mr. Hiroshi Ogasawara is a candidate for which the Tokyo Stock Exchange requires to be appointed as an independent officer.</div> <div>- Although the Company has a business relationship with YASKAWA Electric Corporation, at which Mr. Hiroshi Ogasawara is engaged in operational execution as Representative Director, Chairman of the Board, the amount of transaction accounted for less than 1% of the sales of YASKAWA Electric Corporation and the Company’s consolidated revenue during the most recent fiscal year. There is no business relationship between the Company and Kyushu Railway Company, at which Mr. Ogasawara serves as Outside Director.</div> |                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Name<br>(Date of birth)                                                                                                                                                                  | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Number of<br>shares of the<br>Company held |
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| 8                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <div></div> <div>Mahoko Hara<br/>(January 23, 1965)<br/><div>Reappointment</div><div>Female</div></div> | <div><div>April 1987</div><div>Joined The Dai-Ichi Kangyo Bank, Limited</div></div> <div><div>November 2007</div><div>General Manager, Market Product Development<br/>Department, Shinsei Bank, Limited</div></div> <div><div>March 2011</div><div>Senior Manager, Finance Business Unit of the Company</div></div> <div><div>April 2013</div><div>Executive Officer; General Manager, Finance Business<br/>Development Office of the Company</div></div> <div><div>April 2015</div><div>Executive Officer; Deputy President, Finance Business<br/>Unit of the Company</div></div> <div><div>April 2016</div><div>Managing Executive Officer; Deputy President, Specialty<br/>Finance Business Unit I; Deputy President, Global<br/>Business Unit of the Company</div></div> <div><div>April 2018</div><div>Managing Executive Officer; President, Specialty Finance<br/>Business Development Unit; Deputy President, Specialty<br/>Finance Business Unit I; Deputy President, International<br/>Business Unit II of the Company</div></div> <div><div>April 2020</div><div>Senior Managing Executive Officer; Deputy President,<br/>Specialty Finance Business Development Unit; Deputy<br/>President, Specialty Finance Business Unit I of the<br/>Company</div></div> <div><div>June 2022</div><div>Director and Senior Managing Executive Officer in charge<br/>of Specialty Finance Business Development Unit; Deputy<br/>President, Specialty Finance Business Unit I of the<br/>Company</div></div> <div><div>April 2024</div><div>Director and Senior Managing Executive Officer;<br/>President, Specialty Finance Business Development Unit;<br/>President, Specialty Finance Business Unit III, General<br/>Manager of Specialty Finance Strategic Investments<br/>Division of the Company</div></div> <div><div>April 2025</div><div>Director and Senior Managing Executive Officer;<br/>President, Specialty Finance Business Development Unit;<br/>President, Specialty Finance Business Unit III of the<br/>Company (to present)</div></div> <div>(Significant concurrent position)<br/>Executive Chairperson, Aviation Capital Group LLC</div> | 12,000                                     |
| Reasons for the selection of candidate for Director<br>Ms. Mahoko Hara has provided appropriate management and oversight as Director of the Company since June 2022, applying her abundant experience and wide range of knowledge gained in planning and product development at financial institutions, as well as in the execution of overseas and sales operations at the Company. The Company nominates Ms. Hara as a Director candidate as she will continue contributing to the Company’s sustainable growth and improvement of medium- to long-term corporate value. |                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                            |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Number of<br>shares of the<br>Company held |
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| 9   |  <p>Tatsuya Hirasaki<br/>(March 22, 1968)<br/>Reappointment<br/>Male</p>                                                                                                                                                                                                                                                                                                                                                                       | <p>April 1990    Joined Tokyo Leasing Co., Ltd.</p> <p>October 2008    General Manager of Accounting Division of Tokyo Leasing Co., Ltd.</p> <p>April 2009    General Manager of Accounting Division II of the Company</p> <p>October 2013    General Manager of Accounting Division of the Company</p> <p>April 2017    Executive Officer, General Manager of Corporate Planning Division and General Manager of Accounting Division of the Company</p> <p>April 2020    Managing Executive Officer; President, Accounting Unit; Deputy President, Corporate Planning Unit and General Manager of Corporate Planning Division of the Company</p> <p>June 2021    Director and Managing Executive Officer; President, Accounting Unit; Deputy President, Corporate Planning Unit and General Manager of Corporate Planning Division of the Company</p> <p>April 2022    Director and Managing Executive Officer; President, Corporate Planning Unit; President, Accounting Unit of the Company</p> <p>April 2024    Director and Senior Managing Executive Officer; President, Corporate Planning Unit; President, Accounting Unit of the Company (to present)</p> <p>(Significant concurrent positions)<br/>Outside Director, BOT Lease Co., Ltd.<br/>Corporate Auditor of Shunan Power Corporation</p> | 18,000                                     |
|     | <p>Reasons for the selection of candidate for Director</p> <p>Mr. Tatsuya Hirasaki has abundant experience and wide range of knowledge gained in operational execution in fields including accounting and corporate planning at the Company, and he has provided appropriate management and oversight as Director since June 2021. The Company nominates Mr. Hirasaki as a Director candidate as he will continue contributing to the Company's sustainable growth and improvement of medium- to long-term corporate value.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                            |

| No. | Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                   | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |  | Number of<br>shares of the<br>Company held |
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| 10  |  <p>Takashi Yonetsu<br/>(August 17, 1961)<br/>New appointment<br/>Male</p>                                                                                                                                                                                                                                                                               | <p>April 1985      Joined The Dai-Ichi Kangyo Bank, Limited</p> <p>April 2010      General Manager of Yokoyamacho Corporate Banking<br/>Department of Mizuho Bank, Ltd.</p> <p>May 2011      General Manager of General Treasury Department of<br/>Mizuho Bank, Ltd.</p> <p>July 2013      General Manager of Treasury Department of Mizuho<br/>Bank, Ltd.</p> <p>April 2014      Executive Officer, General Manager of Treasury<br/>Department of Mizuho Bank, Ltd.</p> <p>October 2017    Executive Officer; Deputy President, Treasury Unit of the<br/>Company</p> <p>April 2018      Executive Officer; President, Treasury Unit of the<br/>Company</p> <p>April 2020      Managing Executive Officer; President, Treasury Unit of<br/>the Company</p> <p>April 2024      Senior Managing Executive Officer; President, Treasury<br/>Unit of the Company (to present)</p> |  | 6,500                                      |
|     | <p>Reasons for the selection of candidate for Director</p> <p>Mr. Takashi Yonetsu has abundant experience and wide range of knowledge gained in operational execution in finance and other fields at a financial institution and the Company. The Company nominates Mr. Yonetsu as a Director candidate as he will be able to contribute to the Company's sustainable growth and improvement of medium- to long-term corporate value.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                                            |

| No.                                                                                                                                                                                                                                                                                                                                                                            | Name<br>(Date of birth)                                                                                                                                                  | Career summary, positions, responsibilities,<br>and significant concurrent positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Number of<br>shares of the<br>Company held |
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| 11                                                                                                                                                                                                                                                                                                                                                                             | <div></div> <div>Masahiro Imai<br/>(August 18, 1956)<br/>New appointment<br/>Male</div> | <div><div>April 1980</div><div>Joined ITOCHU Corporation</div></div> <div><div>April 2004</div><div>General Manager of Oil, Gas &amp; Petrochemical Project<br/>Department of ITOCHU Corporation</div></div> <div><div>April 2007</div><div>General Manager of International Operations Department<br/>of ITOCHU Corporation</div></div> <div><div>April 2008</div><div>Executive Officer, General Manager of International<br/>Operations Department of ITOCHU Corporation</div></div> <div><div>April 2009</div><div>Executive Officer, Chief Operating Officer of Plant<br/>Project &amp; Marine Division of ITOCHU Corporation</div></div> <div><div>April 2012</div><div>Managing Executive Officer, Chief Operating Officer of<br/>Plant Project, Marine &amp; Aerospace Division of ITOCHU<br/>Corporation</div></div> <div><div>April 2013</div><div>Managing Executive Officer, Chief Executive for<br/>European Operation (London) of ITOCHU Corporation;<br/>CEO of ITOCHU Europe PLC</div></div> <div><div>April 2016</div><div>Senior Managing Executive Officer, President of Energy<br/>&amp; Chemicals Company of ITOCHU Corporation</div></div> <div><div>June 2016</div><div>Member of the Board, Senior Managing Executive Officer,<br/>President of Energy &amp; Chemicals Company of ITOCHU<br/>Corporation</div></div> <div><div>April 2017</div><div>Senior Managing Executive Officer, President of Energy<br/>&amp; Chemicals Company of ITOCHU Corporation</div></div> <div><div>April 2018</div><div>Senior Managing Executive Officer, President of<br/>Machinery Company of ITOCHU Corporation</div></div> <div><div>November 2019</div><div>Ambassador Extraordinary and Plenipotentiary of Japan to<br/>the Republic of Rwanda</div></div> <div><div>December 2022</div><div>Ambassador, Senior Vice Representative for External<br/>Affairs of ITOCHU Corporation</div></div> <div><div>April 2025</div><div>Ambassador, Advisory Member of ITOCHU Corporation<br/>(to present)</div></div> | —                                          |
| Reasons for the selection of candidate for Director<br>Mr. Masahiro Imai has abundant experience and wide range of knowledge gained in corporate management at a general trading company. The Company nominates Mr. Imai as a Director candidate as he will be able to contribute to the Company’s sustainable growth and improvement of medium- to long-term corporate value. |                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                            |

- Notes: 1. No material conflict of interest exists between the Company and any of the above candidates for Director.
2. Messrs. Akio Nakamura and Toshio Asano, Ms. Miho Tanaka, and Messrs. Tsuyoshi Numagami and Hiroshi Ogasawara are candidates for External Director.
3. Matters concerning the candidates for External Director
- The Company has concluded an agreement on limitation of liability with Messrs. Akio Nakamura and Toshio Asano, Ms. Miho Tanaka, and Messrs. Tsuyoshi Numagami and Hiroshi Ogasawara to limit their liability for damages in case of failure to perform their duties to the extent specified by laws and regulations and will enter into the same agreement upon the approval of their reelection.
4. The Company has concluded a directors and officers liability insurance contract with an insurance company for all of its Directors as insured persons to cover damages and litigation expenses in the event that a claim for damages is made against the insured due to an act committed by Directors who are included as insured in their capacity as such. However, there are grounds for exemptions. For example, losses or damage an insured person has caused intentionally or with gross negligence will not be covered. If each candidate is appointed as Director, he/she will be included as the insured under this insurance contract.


#### **Policies and Procedures for Nominating and Appointing Candidates for Director**

Regarding the nomination and appointment of candidates for Director, taking into consideration the fiduciary responsibility to stakeholders, the Company nominates the persons who are qualified for contributing to the Company's sustainable growth and improvement of medium- to long-term corporate value, based on expertise, wide range of knowledge, and abundant experience gained in corporate management and operational execution. The nomination and appointment of candidates for Director are decided by the Board of Directors with reference to opinions of the Nomination Committee. The Nomination Committee, which is an advisory body of the Board of Directors, is chaired by an independent External Director, and the majority of its members are independent External Directors.

**Proposal No. 4: Election of One (1) Substitute Corporate Auditor**

In order to prepare for the possibility that the number of Corporate Auditors falls below the minimum number specified by laws and regulations, the election of one (1) Substitute Corporate Auditor is proposed. The Board of Corporate Auditors has previously given its approval.

The candidate is as follows:

| Name<br>(Date of birth)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Career summary, positions and significant concurrent positions                                                                                                                                                                                                                                                                                                      | Number of<br>shares of the<br>Company held |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
|  <p>Toshihiko Iwanaga<br/>(August 12, 1965)</p> <p>Male</p> <p>External Corporate Auditor</p> <p>Independent Corporate Auditor</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>April 1990      Joined Sony Corporation (currently Sony Group Corporation)</p> <p>October 2006    Registered as an attorney-at-law<br/>Joined Uchida &amp; Samejima Law Firm</p> <p>September 2009 Iwanaga Law Office (currently IWANAGA IP LAW OFFICE) (to present)</p> <p>(Significant concurrent position)</p> <p>Representative of IWANAGA IP LAW OFFICE</p> | —                                          |
| <p>Reasons for the selection of candidate for Substitute External Corporate Auditor</p> <p>Mr. Toshihiko Iwanaga has sophisticated expertise and experience as an attorney-at-law, and the Company proposes the election of Mr. Iwanaga as a Substitute External Corporate Auditor so he can use them in the Company's auditing procedures. Although Mr. Iwanaga does not have any experience in corporate management, the Company believes that he will be able to appropriately carry out his duties as an External Corporate Auditor for the above reasons.</p> <p>Special notes concerning candidates for External Substitute Corporate Auditor</p> <p>- Mr. Toshihiko Iwanaga is a candidate for Substitute External Corporate Auditor and upon appointment he will be reported to the Tokyo Stock Exchange as an independent officer.</p> <p>- IWANAGA IP LAW OFFICE, at which Mr. Toshihiko Iwanaga serves as representative, does not have a business relationship with the Company.</p> |                                                                                                                                                                                                                                                                                                                                                                     |                                            |

- Notes:
1. No material conflict of interest exists between the Company and Mr. Toshihiko Iwanaga.
  2. Mr. Toshihiko Iwanaga is a candidate for Substitute External Corporate Auditor.
  3. Upon the appointment of Mr. Toshihiko Iwanaga, the Company will enter into an agreement on limitation of liability with him to limit his liabilities for damages in case of failure to perform his duties to the extent specified by laws and regulations.
  4. The Company has concluded a directors and officers liability insurance contract with an insurance company for all of its Corporate Auditors as insured persons to cover damages and litigation expenses in the event that a claim for damages is made against the insured due to an act committed by Corporate Auditors who are included as insured in their capacity as such. However, there are grounds for exemptions. For example, losses or damage an insured person has caused intentionally or with gross negligence will not be covered. If Mr. Toshihiko Iwanaga is appointed as External Corporate Auditor, he will be included as the insured under this insurance contract.

**Policies and Procedures for Nominating and Appointing Candidates for Corporate Auditor**

Regarding the nomination and appointment of candidates for Corporate Auditor, the Company nominates the persons who will be able to be responsible for the appropriate management and monitoring of the lawfulness and appropriateness of the corporate activities including operational execution by Directors and Executive Officers of the Company, based on abundant experience and wide range of knowledge gained through serving as a manager or in management at financial institutions. At least one of the Corporate Auditors has sufficient knowledge of finance and accounting. The nomination and appointment of candidates for Corporate Auditor are decided by the Board of Directors after deliberation by the Board of Corporate Auditors.

**Independence Standards for External Directors and External Corporate Auditors**

The Company's basic policy is to elect External Directors and External Corporate Auditors who are able to be responsible for management and monitoring of the Company in an objective way based on expertise and a wide range of knowledge and abundant experience in corporate management, in accordance with Independence Standards for Independent Officers ("Guidelines Concerning Listed Company Compliance, etc." of the Tokyo Stock Exchange) stipulated by the Tokyo Stock Exchange. By doing so, the Company ensures the independence of External Directors and External Corporate Auditors.