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(Securities Code: 7167)

June 2, 2025

(Date of commencement of electronic provision measures: May 29, 2025)

To Shareholders with Voting Rights:

Tetsuya Akino
President
Mebuki Financial Group, Inc.
2-1-1 Nihonbashi Muromachi,
Chuo-ku, Tokyo, Japan

**NOTICE OF CONVOCATION OF
THE 9TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

The 9th Ordinary General Meeting of Shareholders (the “Meeting”) of Mebuki Financial Group, Inc. (the “Company”) will be held 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”). Please review the matters subject to the electronic provision measures posted on the Company’s website as “Notice of Convocation of The 9th Ordinary General Meeting of Shareholders.”

The Company’s website (Shareholders Meeting):

<https://www.mebuki-fg.co.jp/eng/shareholder/stock/generalmeeting.html>

In addition to the website shown above, the Company has also posted this information on the following Tokyo Stock Exchange (TSE) website. To view the information, please access the TSE website below, enter “Mebuki Financial Group” in the “Issue name (company name)” field or “7167” in the “Code” field, and click on “Search” to find search results. Then, please select “Basic information” and “Documents for public inspection/PR information” in that order.

TSE website (Tokyo Stock Exchange Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

- 1. Date and Time:** Tuesday, June 24, 2025 at 10:00 a.m. (JST)
(Reception opens at 9:00 a.m.)
- 2. Place:** Head Office 8th Floor Main Conference Room, The Joyo Bank, Ltd.
5-5, Minami-machi 2-chome, Mito, Ibaraki, Japan
(The Company's Mito Head Office location, Mito City, has been chosen as the Meeting venue. Please refer to "The Venue Information for the Ordinary General Meeting of Shareholders" (Japanese only) at the end of the notice for details.)
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee for the Company's 9th Fiscal Year (from April 1, 2024 to March 31, 2025)
 2. Non-consolidated Financial Statements for the Company's 9th Fiscal Year (from April 1, 2024 to March 31, 2025)
- Proposal to be resolved:**
- Proposal:** Election of Seven (7) Directors (excluding Directors who are Audit and Supervisory Committee Members)

Please note that no live broadcast venue will be set up for the Meeting, and no gifts will be provided to shareholders attending the Meeting. We appreciate your understanding.

4. Exercise of Voting Rights:

Exercise of Voting Rights via Attendance at the Meeting

Please bring the notice with you and submit the enclosed Voting Rights Exercise Form to the reception upon arrival.

Date and Time:
Tuesday, June 24, 2025 at
10:00 a.m. (JST)
(Reception opens at 9:00 a.m.)

Exercise of Voting Rights by Post

Please vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it by post so that it is received by the deadline. Please use the sticker on the Form to cover and protect your information.

Deadline:
Monday, June 23, 2025 at
5:00 p.m. (JST)

Exercise of Voting Rights via the Internet, etc.

Please refer to the guidance page (Japanese only) and choose either “method to enter login ID and temporary password” or “method to scan QR code” to vote for or against the proposals by the deadline.

Deadline:
Monday, June 23, 2025 at
5:00 p.m. (JST)

(1) Handling of duplicate voting

If you vote both by post on the Voting Rights Exercise Form and via the Internet, etc., only your vote placed via the Internet, etc., will be deemed valid.

In addition, if you vote multiple times via the Internet, etc., only your last vote will be deemed valid.

(2) Matters subject to the electronic provision measures that are not provided in the paper-based documents delivered to shareholders

A. For this Meeting, the Company will send paper-based documents of the matters subject to electronic provision measures to all shareholders regardless of whether they made a request for delivery of documents. However, in accordance with laws and regulations as well as Article 14 of the Articles of Incorporation of the Company, items (i) through (iii) below are not included with the paper-based documents.

(i) “Matters regarding stock acquisition rights” in the Business Report

(ii) “Consolidated Statements of Changes in Net Assets” and “Notes to the Consolidated Financial Statements” in the Consolidated Financial Statements

(iii) “Statements of Changes in Net Assets” and “Notes to the Non-consolidated Financial Statements” in the Non-consolidated Financial Statements

The Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Audit and Supervisory Committee are the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements attached to this notice as well as items (i) through (iii) above posted on the Company’s website. The Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Accounting Auditor are the Consolidated Financial Statements and Non-consolidated Financial Statements attached to this notice as well as items (ii) and (iii) above posted on the Company’s website.

B. Please note that any revision to matters in the Reference Documents for the General Meeting of Shareholders, the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements will be posted on the Company’s website.

(3) Any voting right exercised without indicating approval or disapproval for a particular proposal will be counted as a vote for approval of the proposal.

(4) A video of the Meeting is to be distributed after the conclusion of the Meeting (to be posted from 5:00p.m. JST on the meeting date) on the Company’s website. For inquiries about the video, please contact:

General Affairs Group, Corporate Management Department, Mebuki Financial Group, Inc.

TEL: +81-29-233-1151 (operating hours: 9:00a.m. - 5:00p.m. JST on weekdays)

The Company’s website (in Japanese): <https://www.mebuki-fg.co.jp/shareholder/stock/generalmeeting.html>

End

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- ◎ If you exercise voting rights by proxy, please appoint as a proxy one of the other shareholders holding voting rights of the Company. You cannot appoint more than one shareholder as your proxy. (However, an assisting person, guide dog, hearing dog, service dog, or other assistance animal will be allowed entry to assist a shareholder with physical disability.)
 - ◎ Please note that the Meeting will be held in Cool Biz (light) dress code. We kindly request your attendance in casual attire.

Reference Documents for the General Meeting of Shareholders

Proposal and References

Proposal: Election of Seven (7) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all seven (7) Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of the Meeting. Accordingly, the election of seven (7) Directors (excluding Directors who are Audit and Supervisory Committee Members) is proposed.

The Company, in an effort to ensure objectivity and transparency in connection with Directors' compensation and appointments, has established a Corporate Governance Committee as an advisory body to the Board of Directors. The Board of Directors selects candidates for Director based on deliberations at the Corporate Governance Committee.

The Corporate Governance Committee is chaired by an Outside Director, and the majority of its members are also Outside Directors, including the Outside Directors of subsidiary banks.

- Opinion of the Audit and Supervisory Committee regarding the selection of Directors (excluding Directors who are Audit and Supervisory Committee Members)

At the Audit and Supervisory Committee, the content of this proposal has been deliberated based on reports from Audit and Supervisory Committee Members (Outside Directors) who took part in the discussion at the Corporate Governance Committee, an advisory body to the Board of Directors. There are no issues to be declared with regard to this proposal.

The candidates are as follows:

No.	Name		Current positions and responsibilities at the Company	Attendance at Board of Directors (FY2024)
1	Tetsuya Akino	[Reappointed]	President (Representative Director)	100% (12/12)
2	Kazuyuki Shimizu	[Reappointed]	Executive Vice President (Representative Director)	100% (12/12)
3	Toshihiko Ono	[Reappointed]	Director In charge of Corporate Planning (Corporate Planning Department)	100% (12/12)
4	Hiroki Otsuka	[Newly appointed]	—	—
5	Yoshitsugu Toba	[Reappointed]	Director	100% (10/10) (Note)
6	Shoichiro Tozuka	[Newly appointed] [Outside] [Independent]	—	—
7	Yoshimi Shu	[Reappointed] [Outside] [Independent]	Director (Outside Director)	100% (12/12)

(Note) As Mr. Yoshitsugu Toba (No.5) assumed the office of Director of the Company on June 26, 2024, the attendance at Board of Directors' meetings stated only includes meetings held thereafter.

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	<div>Reappointed</div> <div>Tetsuya Akino (May 23, 1963)</div>	<div> Apr. 1986 Joined The Joyo Bank, Ltd. Mar. 2006 Corporate Management Division Jun. 2008 Deputy General Manager, Business Administration Division Jun. 2011 Senior Deputy General Manager, Business Administration Division Jun. 2012 General Manager, Shimotsuma Branch Jun. 2013 General Manager, Corporate Risk Management Division Jun. 2015 General Manager, Personnel Division Jun. 2016 Executive Officer and General Manager, Personnel Division Oct. 2016 General Manager, Corporate Management Department, the Company Jun. 2017 General Manager, Corporate Planning Department, the Company Executive Officer and General Manager, Corporate Planning Division, The Joyo Bank, Ltd. Jun. 2018 Director, in charge of Corporate Planning, the Company Managing Director, The Joyo Bank, Ltd. Jun. 2020 Director, Managing Executive Officer Apr. 2022 President (current position) Jun. 2022 President, the Company (current position) (Significant concurrent position) President, The Joyo Bank, Ltd. </div>	147,389
<p>● Reasons for being selected as a Candidate</p> <p>Mr. Tetsuya Akino took office as Director of the Company and Managing Director of The Joyo Bank, Ltd. in June 2018 and has served as Director and Managing Executive Officer of The Joyo Bank, Ltd., and President of The Joyo Bank, Ltd. since April 2022, as well as President of the Company since June 2022, accumulating abundant experience and achievements as a manager. He is selected as a candidate for Director (excluding Directors who are Audit and Supervisory Committee Members; hereinafter, the same shall apply) in the expectation that he will continue to contribute to the management of the Company.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
2	<div>Reappointed</div> Kazuyuki Shimizu (Sep. 11, 1961)	Apr. 1984 Joined The Ashikaga Bank, Ltd. Oct. 2004 Chief Manager, Financial Planning Headquarters Jun. 2006 General Manager, Planning Division Jun. 2008 General Manager, Management Planning Division Jul. 2008 General Manager, Management Planning Department, Ashikaga Holdings Co., Ltd. (concurrent position) Jan. 2009 General Manager, Tochigi Branch, The Ashikaga Bank, Ltd. Jun. 2010 General Manager, Utsunomiya Chuo Branch Apr. 2012 Executive Officer and General Manager, Business Promotion Division Jun. 2012 Executive Officer and General Manager, Business Planning Division Apr. 2014 Executive Officer and General Manager, Corporate Management Department, Ashikaga Holdings Co., Ltd. Executive Officer, The Ashikaga Bank, Ltd. Apr. 2015 Executive Officer, General Manager, Corporate Planning Department, Ashikaga Holdings Co., Ltd. Managing Executive Officer, The Ashikaga Bank, Ltd. Jun. 2016 Managing Director, Ashikaga Holdings Co., Ltd. Oct. 2016 Director, in charge of Corporate Management, Risk Management, and Information Security, the Company Jun. 2017 Director, in charge of Regional Revitalization Jun. 2018 Senior Managing Director, The Ashikaga Bank, Ltd. Jun. 2019 Executive Officer, in charge of Regional Revitalization, the Company Jun. 2020 Executive Vice President (current position) President, The Ashikaga Bank, Ltd. (current position) (Significant concurrent position) President, The Ashikaga Bank, Ltd.	143,498
<p>● Reasons for being selected as a Candidate</p> <p>Mr. Kazuyuki Shimizu took office as Executive Officer of Ashikaga Holdings Co., Ltd. and The Ashikaga Bank, Ltd. in April 2014, and then served as Managing Executive Officer, Managing Director, and Senior Managing Director of The Ashikaga Bank, Ltd. and Director of the Company. He has been serving as Executive Vice President of the Company and President of The Ashikaga Bank, Ltd. since June 2020, and has abundant experience and achievements as a manager. He is selected as a candidate for Director in the expectation that he will continue to contribute to the management of the Company.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3	<div>Reappointed</div> <p>Toshihiko Ono (Mar. 11, 1969)</p>	<p>Apr. 1991 Joined The Joyo Bank, Ltd.</p> <p>Feb. 2012 Deputy General Manager, Corporate Planning Division</p> <p>Jun. 2016 Senior Deputy General Manager, Corporate Planning Division</p> <p>Oct. 2016 General Manager, in charge of Corporate Planning Department, the Company</p> <p>Jun. 2018 General Manager, Corporate Planning Department, the Company</p> <p>Jun. 2020 General Manager, Corporate Planning Division, The Joyo Bank, Ltd.</p> <p>Jun. 2020 Executive Officer and General Manager, Business Planning Division</p> <p>Jun. 2020 Director (part-time), The Ashikaga Bank, Ltd.</p> <p>Apr. 2022 Managing Executive Officer, The Joyo Bank, Ltd.</p> <p>Jun. 2022 Director, in charge of Corporate Planning, the Company (current position)</p> <p>Jun. 2022 Director, Managing Executive Officer, The Joyo Bank, Ltd.</p> <p>Apr. 2025 Director, Senior Managing Executive Officer (current position)</p> <p>(Significant concurrent position)</p> <p>Apr. 2025 Director, Senior Managing Executive Officer, The Joyo Bank, Ltd.</p>	61,897
<p>● Reasons for being selected as a Candidate</p> <p>Mr. Toshihiko Ono took office as Director of the Company and Director and Managing Executive Officer of The Joyo Bank, Ltd. in June 2022, and as Director and Senior Managing Executive Officer of The Joyo Bank, Ltd. in April 2025. He also served as Director of The Ashikaga Bank, Ltd. from June 2020 to June 2022. He is selected as a candidate for Director in the expectation that he will continue to contribute to the management of the Company with his abundant experience and achievements as a manager.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
4	<div>Newly appointed</div> <div>Hiroki Otsuka (Feb. 6, 1967)</div>	<p>Apr. 1989 Joined The Ashikaga Bank, Ltd.</p> <p>Jun. 2010 Deputy Director-General, Management Planning Division</p> <p>Jun. 2012 General Manager, in charge of Management Planning Division</p> <p>Oct. 2014 General Manager, Okegawa Branch</p> <p>Apr. 2016 General Manager, Utsunomiya Higashi Branch General Manager, Eki Higashi Guchi Branch</p> <p>Jun. 2017 General Manager, in charge of Corporate Planning Department, the Company General Manager, in charge of Management Planning Division, The Ashikaga Bank, Ltd.</p> <p>Nov. 2018 General Manager, in charge of Corporate Planning Department Deputy General Manager, Public Relations Office, the Company</p> <p>Jun. 2019 General Manager, Corporate Management Department General Manager, Corporate Risk Management Division, The Ashikaga Bank, Ltd.</p> <p>Jun. 2020 General Manager, Corporate Planning Department, the Company Executive Officer and General Manager, Management Planning Division, The Ashikaga Bank, Ltd.</p> <p>Apr. 2022 Managing Executive Officer</p> <p>Jun. 2024 Director, Managing Executive Officer (current position) (Significant concurrent position) Director, Managing Executive Officer, The Ashikaga Bank, Ltd.</p>	35,434
<p>● Reasons for being selected as a Candidate</p> <p>Mr. Hiroki Otsuka took office as Director and Managing Executive Officer of The Ashikaga Bank, Ltd. in June 2024. He is selected as a candidate for Director in the expectation that he will contribute to the management of the Company with his abundant experience and achievements as a manager.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
5	<div>Reappointed</div> Yoshitsugu Toba (Feb.18, 1966)	Apr. 1988 Joined The Joyo Bank, Ltd. Apr. 2008 Deputy General Manager, Corporate Planning Division Jun. 2010 Deputy General Manager, Treasury and Securities Division Jun. 2011 Deputy General Manager, Corporate Planning Division Jun. 2013 Senior Deputy General Manager, Corporate Planning Division Jun. 2015 General Manager, Treasury and Securities Division Jun. 2018 Executive Officer and General Manager, Treasury and Securities Division Jun. 2019 Executive Officer and General Manager, Business Planning Division Jun. 2020 Managing Executive Officer and Chief Officer, Kennan/Rokko Area Hub Apr. 2022 Managing Executive Officer Jun. 2022 Director, Managing Executive Officer (current position) Jun. 2024 Director, the Company (current position) (Significant concurrent position) Director, Managing Executive Officer, The Joyo Bank, Ltd.	98,421
<p>● Reasons for being selected as a Candidate</p> <p>Mr. Yoshitsugu Toba took office as Director and Managing Executive Officer of The Joyo Bank, Ltd. in June 2022 and Director of the Company in June 2024, and has abundant experience and achievements as a manager. He is selected as a candidate for Director in the expectation that he will continue to contribute to the management of the Company.</p>			
6	<div>Newly appointed</div> <div>Outside</div> <div>Independent</div> Shoichiro Tozuka (Aug. 3, 1960)	Apr. 1983 Joined Fuji Heavy Industries Ltd. (currently SUBARU CORPORATION) Feb. 2004 Project General Manager, Engineering & Development Center, Aerospace Company Sep. 2006 General Manager and Project General Manager, Aircraft Design Department, Aerospace Company Apr. 2010 General Manager, Production Planning Department, Aerospace Company Apr. 2011 Vice President and General Manager, Production Planning Department, Aerospace Company Apr. 2013 Corporate Vice President and Vice President, General Manager, Production Planning Department, Aerospace Company Apr. 2015 Corporate Vice President and Vice President, Aerospace Company Apr. 2017 Senior Vice President, SUBARU CORPORATION, President and General Manager, Utsunomiya Plant, Aerospace Company Apr. 2024 Advisor (current position) (Significant concurrent position) Not applicable	4,000
<p>● Reasons for being selected as a Candidate and overview of expected role, etc.</p> <p>As Mr. Shoichiro Tozuka has abundant work experience at a major company with achievements as a senior manager, he is selected as a candidate for Outside Director in the expectation that he will utilize his experience to fulfill his supervisory function through appropriate guidance and advice on overall management of the Company.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
7	<div> <div>Reappointed</div> <div>Outside</div> <div>Independent</div> </div> <p>Yoshimi Shu (Mar. 7, 1969)</p>	<p>Aug. 2000 Joined JPMorgan Securities Japan Co., Ltd.</p> <p>Jun. 2006 Head of Tokyo Control Room, Compliance Department</p> <p>May 2012 Managing Director</p> <p>Oct. 2012 Head of Japan Controls & Oversight Department</p> <p>Jan. 2014 Resigned from JPMorgan Securities Japan Co., Ltd.</p> <p>Feb. 2014 Joined Core Value Management, Co., Ltd.</p> <p>Nov. 2016 Deputy President & Representative Director, Core Value Management, Co., Ltd.</p> <p>Jun. 2019 Outside Director, the Company (current position)</p> <p>Mar. 2022 President & Representative Director, Core Value Management, Co., Ltd. (current position)</p> <p>Dec. 2024 Outside Director, Japan Business Systems, Inc. (current position)</p> <p>Jun. 2025 To be Outside Director, Mitsubishi Paper Mills Limited</p> <p>(Significant concurrent position) President & Representative Director, Core Value Management, Co., Ltd. Outside Director, Japan Business Systems, Inc. To be Outside Director, Mitsubishi Paper Mills Limited</p>	400
<p>● Reasons for being selected as a Candidate and overview of expected role, etc.</p> <p>Ms. Yoshimi Shu not only has abundant work experience at a global financial institution but also has experience and achievements as a senior manager, in addition to having broad insight into the development of corporate leaders. Furthermore, she has conducted her duties appropriately as Outside Director of the Company since June 2019. Accordingly, she is selected as a candidate for Outside Director in the expectation that she will continue to conduct her duties appropriately. She is expected to utilize her past experiences and expertise and fulfill her supervisory function through appropriate guidance and advice on the overall management of the Company. She will have served as Outside Director of the Company for six years at the conclusion of the Meeting.</p>			

- (Notes)
1. There is no special interest between any candidate and the Company.
 2. Mr. Shoichiro Tozuka and Ms. Yoshimi Shu are candidates for Outside Director. Mr. Shoichiro Tozuka satisfies the “Independence Standards for Outside Directors” prescribed by the Company. He will also be designated as Independent Director pursuant to the provisions of the Tokyo Stock Exchange (TSE) and registered as such with TSE. Ms. Yoshimi Shu not only satisfies the “Independence Standards for Outside Directors” prescribed by the Company but is also designated as Independent Director pursuant to the provisions of TSE and registered as such with TSE. If her election is approved, the Company plans to keep her in the position of Independent Director.
 3. If the election of Mr. Shoichiro Tozuka is approved, the Company plans to conclude an agreement that limits the liability for damages set forth in Article 423, Paragraph 1 of the Companies Act pursuant to Article 427, Paragraph 1 of the Companies Act and the Articles of Incorporation of the Company. If the election of Ms. Yoshimi Shu is approved, the Company plans to continue with the agreement that limits the liability for damages set forth in Article 423, Paragraph 1 of the Companies Act currently concluded with her. The limit of liability under such agreements is the minimum amount stipulated by Article 425, Paragraph 1 of the Companies Act, or the amount previously set of ten (10) million yen or more, whichever is greater, assuming that they performed their duties as Outside Director in good faith and without gross negligence.
 4. The Company has entered into a directors and officers liability insurance contract with an insurance company to cover compensation for damages (e.g., amount payable under court ruling, settlement money) and dispute expenses (e.g., litigation costs, settlement and mediation expenses) incurred by the insured (i.e., all Directors and all Executive Officers of the Company, The Joyo Bank, Ltd. and The Ashikaga Bank, Ltd.). Each candidate will be insured under said insurance contract, which is to be retained with the same terms and conditions at the time of renewal.

Independence Standards for Outside Directors of the Company are as follows:

-“Independence Standards for Outside Directors” of the Company

Outside Directors who are independent from the Company meet the legal requisites for Outside Directors as stipulated in Article 2, Item 15 of the Companies Act, and do not fall under any of the following items:

- (1) A major shareholder of the Company (holding directly or indirectly 10% or more of the voting rights of the Company) or Executive Director, Executive, Manager, or other employee thereof (hereinafter, the “Executive Directors, etc.”)
- (2) A person who has the Company and its consolidated subsidiaries (together, the “Group”) as a major transactional counterparty (to which (a) or (b) below applies, and includes its parent company or its significant subsidiaries) or the Executive Directors, etc., thereof
 - (a) A person who receives payment from the Group of 2% or more of its total consolidated net sales for the most recent fiscal year
 - (b) A person for which borrowings from the Group is the highest, and substituting the borrowings by another fund procurement method in the short term is deemed difficult
- (3) A major transactional counterparty of the Group (to which (a) or (b) below applies, and includes its parent company or its significant subsidiaries) or the Executive Directors, etc., thereof
 - (a) A person who pays to the Group 2% or more of consolidated gross profit of the Company for the most recent fiscal year
 - (b) A person which is important to the Group in the fund procurement aspect; that is, a major creditor, etc., on which the Group depends to the extent that it is irreplaceable
- (4) Directors or other Executive Directors, etc., of a corporation or organization which has received donations from the Group for an annual average of more than 10 million yen for the past three years
- (5) A consultant, accounting specialist, or legal professional (in the case of corporations or other organizations, a person who belongs to such groups is included) who has received from the Group compensation or other property benefit for an annual average of 10 million yen or more, excluding remuneration as director or officer, for the past three years
- (6) A person who has fallen under any of (1) to (5) above in the past three years
- (7) An individual affiliated with a party with which the Group has a personnel relationship of mutual dispatch of outside directors or officers
- (8) An individual whose spouse or relative within the second degree of kinship falls under (1) to (7) above
- (9) A person who might potentially continuously pose conflicts of interest in substance with the Company’s shareholders in general, due to reasons not provided in (1) to (8) above

<Reference> [List of Expertise and Experience of Directors and Executive Officers (Skills Matrix)]

Name		Outside Director	Independent Officer	Expertise and Experience						
				Corporate Management/ Strategy	Business Management/ Law	Finance/ Accounting	Sales/Marketing	Consulting	Market Investment/ Global	IT/DX
Directors who are not Audit and Supervisory Committee Members	Tetsuya Akino			●	●	●	●	●		
	Kazuyuki Shimizu			●	●	●	●	●	●	
	Toshihiko Ono			●		●	●	●		●
	Hiroki Otsuka			●	●	●		●	●	
	Yoshitsugu Toba			●	●	●	●	●	●	
	Shoichiro Tozuka	○	○	●		●	●	●	●	
	Yoshimi Shu	○	○		●			●	●	
Directors who are Audit and Supervisory Committee Members	Hitoshi Takenouchi			●	●			●		
	Yoshinori Tasaki			●			●	●		
	Hiromichi Yoshitake	○	○	●	●	●	●			
	Toru Nagasawa	○	○	●	●	●		●	●	
	Tomomi Nakano	○	○			●		●		
Executive Officers	Satoshi Komatsu (Note)			●	●		●	●		●
	Koichi Yamakawa			●		●		●		●

(Note) Mr. Satoshi Komatsu is scheduled to be appointed as an Executive Officer at the Board of Directors meeting of the Company to be held on June 24, 2025.

Details of Expertise and Experience

Corporate Management / Strategy	Experience in corporate management, Expertise in planning of corporate strategy and execution
Business Management / Law	Expertise in business management including personnel and labor management, risk management, etc. and law
Finance / Accounting	Expertise in finance and accounting
Sales / Marketing	Expertise in business planning, marketing and new business development
Consulting	Expertise in consulting business, SDGs/ESG, environmental field, regional revitalization and corporate restructuring/support
Market Investment / Global	Expertise in the fields of market investment and global businesses
IT / DX	Expertise in IT and DX (digital transformation)

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