Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities code: 5933

May 26, 2023

To our shareholders:

Nobuo Kobayashi Representative Director and President

ALINCO INCORPORATED

1-1-1 Mishimae, Takatsuki City, Osaka Prefecture (Osaka Head office: 4-4-9 Koraibashi, Chuo-ku, Osaka City)

Notice of the 53rd Annual General Meeting of Shareholders

We are pleased to announce the 53rd Annual General Meeting of Shareholders of ALINCO INCORPORATED (the "Company"), which will be held as described below.

If you are not attending the meeting in person, you may exercise your voting rights either in writing (via postal mail) or via the internet, etc. as follows. Please review the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by the respective voting deadlines.

[Exercising your voting rights in writing (via postal mail)]

Please indicate your approval or disapproval of the proposal in the voting form and then return the form to the Company so that your vote is received by Friday, June 16, 2023, at 5:30 p.m. (JST).

[Exercising your voting rights via the internet, etc.]

Please access the voting website designated by the Company (https://www.web54.net), log in with the voting code and password on the voting form, follow the guidance on the screen, and enter your approval or disapproval of the proposal by Friday, June 16, 2023, at 5:30 p.m. (JST).

- 1. Date & Time Monday, June 19, 2023, at 10:00 a.m. (JST) (Reception starts at 9:00 a.m. (JST))
- **2. Venue** 20F, Naniwa Hall, Hotel Granvia Osaka 3-1-1 Umeda, Kita-ku, Osaka City

3. Purpose of the Meeting

Matters to be Reported

- 1. The Business Report and the Consolidated Financial Statements for the 53rd fiscal year (from March 21, 2022 to March 20, 2023), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit and Supervisory Committee
- 2. The Non-consolidated Financial Statements for the 53rd fiscal year (from March 21, 2022 to March 20, 2023)

Matter to be Resolved

Proposal Election of seven Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

4. Matters Concerning the Exercise of Voting Rights

- •Any voting right exercised in writing (via postal mail) without indicating approval or disapproval of a particular proposal on the voting form will be counted as a vote for approval of the proposal.
- •If you exercise your voting rights via the internet, etc. multiple times, only the last vote will be valid.
- •If you exercise your voting rights in duplicate in writing (via postal mail) and via the internet, etc., only the vote via the internet, etc. will be valid regardless of the date and time of the arrival.

5. Matters Concerning Measures for Electronic Provision

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of the reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format will be taken) in electronic format, and posts this information on the following websites.

Note that, for this general meeting of shareholders, paper-based documents stating items for which measures for providing information in electronic format will be taken, excluding the items omitted in the delivered documents as stated below, are delivered to all shareholders without exception regardless of whether they have made a request for delivery of such documents.

•The Company's website

https://www.alinco.co.jp/ir/meeting.html (in Japanese)

- •Website for informational materials for the general meeting of shareholders https://d.sokai.jp/5933/teiji/ (in Japanese)
- •The Tokyo Stock Exchange's website (Listed Company Search) https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show (in Japanese)

Please enter "ALINCO" in "Issue name (company name)" or the Company's securities code "5933" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information." Under "Filed information available for public inspection," click "Click here for access" under "[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]."

- In attending the meeting in person, please submit the voting form at the reception of the meeting. In addition, to save resources, you are kindly requested to bring this notice and the Notice (the Japanese original) to the meeting.
- Items omitted in the delivered documents: Among the items subject to measures for electronic provision, in accordance with the provisions of laws and regulations and Article 14, paragraph (2) of the Articles of Incorporation of the Company, the following items are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents.
 - System to Ensure the Appropriateness of Business Activities and the Outline of the Operating Status in the Business Report, Consolidated Statement of Changes in Equity and Notes to Consolidated Financial Statements in the Consolidated Financial Statements, and Statement of Changes in Equity and Notes to Non-Consolidated Financial Statements in the Non-Consolidated Financial Statements
 - These items are part of the documents audited by the Financial Auditor and the Audit and Supervisory Committee when they create their respective audit reports.
- If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on websites stated in "5. Matters Concerning Measures for Electronic Provision."

Reference Documents for the General Meeting of Shareholders

Proposal Election of seven Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all five Directors of the Company (excluding Directors who are Audit and Supervisory Committee Members) will expire at the conclusion of this meeting. Therefore, the Company proposes the election of seven Directors (excluding Directors who are Audit and Supervisory Committee Members).

The nomination of each candidate has been decided through deliberation by the Nomination and Compensation Committee, which is presided over by an Outside Director and a majority of whose members consist of Outside Directors. Note that the Audit and Supervisory Committee has expressed their opinion that there were no matters to be specifically noted concerning the proposal.

The candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) are as follows:

| Candidate No. | Name | | Current Position and Responsibilities |
|------------------|-------------------|----------------------------------|--|
| 1 | Yusaku Inoue | Reelection | Representative Director and Chairperson |
| 2 | Nobuo Kobayashi | Reelection | Representative Director, President and Chief Operating Officer |
| 3 | Masatoshi Okamoto | Reelection | Director and Managing Executive Officer Responsible for Construction Materials Division, Construction Materials Rental Division, and Manufacturing and Production Engineering Division |
| 4 | Takashi Sakaguchi | Reelection | Director and Managing Executive Officer General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division |
| 5 | Tomoaki Inoue | New election | Corporate Officer Sales Department Manager and Osaka Branch Manager of Construction Materials Division |
| 6 | Koji Mizuno | Reelection Outside Independent | Outside Director |
| 7 | Akiko Hosokawa | New election Outside Independent | |

Reelection: Candidate for Director to be reelected New election: Candidate for Director to be newly elected

Outside: Candidate for Outside Director Independent: Candidate for independent officer

| Candidate No. | Name (Date of birth) | Career sum (Signific | Number of the Company's shares owned | | | | | |
|------------------|---|---|--|----------------|--|--|--|--|
| | | Apr. 1967 | pr. 1967 Joined Inoue Tekkousho Ltd. | | | | | |
| | Yusaku Inoue | July 1970 | Established Inoue Tekkou Co., Ltd. (currently ALINCO INCORPORATED) | | | | | |
| | (December 20, 1943) | | Senior Managing Director | | | | | |
| | | June 1993 | Representative Director and President of the | | | | | |
| | Reelection | | Company | (12.40(-1 | | | | |
| | | June 2009 Representative Director and Chairperson | | 612,496 shares | | | | |
| | Number of Board of Directors | June 2019 | Director and Chairperson | | | | | |
| | meetings attended | Dec. 2019 | Representative Director and Chairperson | | | | | |
| 1 | 16/17 | | (current position) | | | | | |
| 1 | | (Significant c | | | | | | |
| | | None | | | | | | |
| | Reasons for nomination as candidate for Director | | | | | | | |
| | Yusaku Inoue has been serving as Director of the Company since its establishment. He has been involved in the | | | | | | | |
| | management of the Company for many years, and has been performing his duties and responsibilities in an appropriate | | | | | | | |
| | manner. He has abundant experience in the temporary construction material industry, and as vice chairperson of | | | | | | | |
| | Scaffolding and Construction Equipment Association of Japan, he has been working to prevent industrial accidents by | | | | | | | |
| | promoting the use of safe equipment at construction sites. | | | | | | | |
| | As the Company has deemed him as an individual who can continue to contribute to the management of the Company | | | | | | | |
| | by utilizing this experience and in | nsight as a Dire | ector, it has nominated him as a candidate for Director | or. | | | | |

| Name (Date of birth) | | Number of the Company's shares owned | | | | | |
|---|--|--|--|--|--|--|--|
| Nobuo Kobayashi (January 20, 1957) Reelection Number of Board of Directors meetings attended 17/17 | Representativ CO., LTD. Representativ ELECTRON | ve Director and Chairperson of SOFUKUKOKI ve Director and Chairperson of HIGASHI ICS INDUSTRY CO., LTD. | 40,898 shares | | | | |
| Reasons for nomination as candidate for Director Nobuo Kobayashi has a high level of insight and abundant experience in the overall management of a company. He has been involved in the management as a Director of the Company since June 2012. From June 2018, he became well versed in the overall business of the Company as Managing Director and General Manager of the Administration Division. Since December 2019, he has been performing his duties and responsibilities in an appropriate manner as Representative Director and President. As the Company has deemed him as an individual who can continue to contribute to the management of the Company | | | | | | | |
| | Nobuo Kobayashi (January 20, 1957) Reelection Number of Board of Directors meetings attended 17/17 Reasons for nomination as candid Nobuo Kobayashi has a high leve been involved in the management versed in the overall business of to Division. Since December 2019, Representative Director and Press As the Company has deemed him | (Date of birth) (Signification Apr. 1980 Apr. 2008 June 2008 Sept. 2008 Apr. 2010 Nobuo Kobayashi (January 20, 1957) Mar. 2011 Reelection June 2012 Number of Board of Directors meetings attended 17/17 June 2018 Dec. 2019 June 2021 (Significant of Representative CO., LTD. Representative ELECTRON Representative ELECTRON Representative ELECTRON Representative ELECTRON Representative Electron as a Director versed in the overall business of the Company a Division. Since December 2019, he has been pe Representative Director and President. As the Company has deemed him as an individual | (Date of birth) (Significant concurrent positions outside the Company) Apr. 1980 Joined Osaka Bank, Limited (currently Kansai Mirai Bank, Limited) Apr. 2008 Executive Officer of the Kinki Osaka Bank, Ltd. (currently Kansai Mirai Bank, Limited), and General Manager of Administration System Office June 2008 Director, Executive Officer, and General Manager of Administration System Office Sept. 2008 Director and Executive Officer, responsible for Operation Reform Department Apr. 2010 Joined the Company Corporate Officer; Finance Department Manager Manager, Finance Department Manager June 2012 Director, Accounting Department Manager, Finance Department Manager, and responsible for Finance Department Manager of Administration Division Dec. 2019 Representative Director; General Manager of Administration Division Dec. 2019 Representative Director and Chairperson of SOFUKUKOKI CO., LTD. Representative Director and Chairperson of HIGASHI ELECTRONICS INDUSTRY CO., LTD. Representative Director and Chairperson of UEKIN Co., Ltd. Reasons for nomination as candidate for Director Nobuo Kobayashi has a high level of insight and abundant experience in the overall management of been involved in the management as a Director of the Company since June 2012. From June 2018, I versed in the overall business of the Company as Managing Director and General Manager of the Additional President. | | | | |

| Candidate No. | Name (Date of birth) | Career sum (Signific | Number of the Company's shares owned | | | |
|------------------|----------------------------------|--|---|---------------|--|--|
| | | Mar. 1982 | | | | |
| | | Apr. 2010 | Kanto and Chubu Area Manager and Tokyo | | | |
| | | | Branch Manager of Construction Materials | | | |
| | | | Division | | | |
| | | June 2012 | Corporate Officer; | | | |
| | | | Kanto and Chubu Area Manager and Tokyo | | | |
| | | | Branch Manager of Construction Materials | | | |
| | | | Division | | | |
| | | Jan. 2014 | Corporate Officer; | | | |
| | Masatoshi Okamoto | | Vice General Manager of Construction | | | |
| | (October 5, 1958) | | Materials Division, | | | |
| | (00:000: 3, 1938) | | Sales Department Manager, | | | |
| | Reelection | | Business Operations Department Manager | | | |
| | Recreation | June 2015 | Director; | 21,625 shares | | |
| | Number of Board of Directors | | Vice General Manager of Construction | | | |
| | meetings attended 17/17 | | Materials Division, | | | |
| 3 | | | Business Operations Department Manager | | | |
| | | Mar. 2018 | Director; | | | |
| | | | General Manager of Construction Materials | | | |
| | | | Division | | | |
| | | June 2021 | Director and Managing Executive Officer | | | |
| | | | Responsible for Construction Materials | | | |
| | | | Division, Construction Materials Rental | | | |
| | | | Division, and Manufacturing and Production Engineering Division (current position) | | | |
| | | (Significant of | | | | |
| | | (Significant concurrent positions outside the Company) None | | | | |
| ŀ | Reasons for nomination as candid | | | | | |

Masatoshi Okamoto has been involved in the Company's Construction Materials Division for a long time and has abundant experience in temporary construction material-related business. Furthermore, he has been involved in the management as a Director since June 2015, and has been performing his duties and responsibilities in an appropriate manner.

As the Company has deemed him as an individual who can continue to contribute to the management of the Company by utilizing this experience and insight as a Director, it has nominated him as a candidate for Director.

| Candidate No. | Name (Date of birth) | Career sum (Signific | Number of the Company's shares owned | | | | |
|------------------|--|---|---|----------------------|--|--|--|
| No. 4 | Takashi Sakaguchi (September 5, 1961) Reelection Number of Board of Directors meetings attended 17/17 | Mar. 1984 June 2012 Jan. 2014 June 2014 June 2017 Sept. 2017 Mar. 2020 June 2021 Oct. 2021 June 2022 Mar. 2023 | Joined the Company Accounting Department Manager Finance Department Manager Corporate Officer; Finance Department Manager Director; Finance Department Manager Director; General Manager of Overseas Scaffolding Rental Division and Finance Department Manager Director; General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division Director and Managing Executive Officer General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division Director and Managing Executive Officer General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division Director and Managing Executive Officer General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division Director and Managing Executive Officer General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division Director and Managing Executive Officer General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division Director and Managing Executive Officer General Manager of General Accounting and Control Division and Overseas Scaffolding Rental Division (current position) oncurrent positions outside the Company) | owned 22,283 shares | | | |
| | Reasons for nomination as candidate for Director Takashi Sakaguchi has abundant business experience in the Company's Administration Division, and has a high le insight in accounting and finance-related business. He has been involved in the management as a Director of the | | | | | | |

Takashi Sakaguchi has abundant business experience in the Company's Administration Division, and has a high level of insight in accounting and finance-related business. He has been involved in the management as a Director of the Company since June 2017. Since September 2017, he has been performing his duties and responsibilities as the person in charge of the overseas construction materials rental business.

As the Company has deemed him as an individual who can continue to contribute to the management of the Company by utilizing this experience and insight as a Director, it has nominated him as a candidate for Director.

| Candidate No. | Name (Date of birth) | Career sum (Signific | Number of the Company's shares owned | | | | |
|------------------|--|---|---|----------------------|--|--|--|
| 5 | Tomoaki Inoue (August 16, 1972) New election Number of Board of Directors meetings attended – | Apr. 1996 Nov. 1999 Feb. 2016 July 2019 May 2021 June 2021 May 2022 (Significant of None | Joined Hanwa Co., Ltd. Joined the Company Representative Director of PT. KAPURINDO SENTANA BAJA Representative Director of PT. ALINCO RENTAL INDONESIA Osaka Branch Managerof Construction Materials Division Sales Department Manager, Osaka Branch Manager, and Business Planning Section Manager of Construction Materials Division Corporate Officer; Sales Department Manager, Osaka Branch Manager, and Business Planning Section Manager of Construction Materials Division Corporate Officer; Sales Department Manager and Osaka Branch Manager of Construction Materials Division (current position) concurrent positions outside the Company) | 192,523 shares | | | |
| | Reasons for nomination as candid | date for Directo | | n and is well versed | | | |
| | Tomoaki Inoue has abundant business experience in the Company's Construction Materials Division, and is well versed in temporary construction material—related business. Furthermore, he served as Representative Director of overseas subsidiaries from February 2016, has been serving as Corporate Officer of the Company since June 2021, and has been performing his duties and responsibilities in an appropriate manner. As the Company has deemed him as an individual who can contribute to the management of the Company by utilizing | | | | | | |
| | | | nominated him as a candidate for Director. | inpany by utilizing | | | |

| Candidate No. | Name (Date of birth) | Career sum (Signific | Number of the Company's shares owned | |
|------------------|------------------------------|-------------------------|---|--------------|
| | | Apr. 1991 | Joined The Nanto Bank, Ltd. | |
| | | Apr. 2006 | Lecturer, Faculty of Management of Otemon | |
| | | | Gakuin University | |
| | | Apr. 2010 | Associate Professor, Faculty of Management | |
| | | Apr. 2011 | Corporate Collaboration Support Advisor of | |
| | | | Organization for Small and Medium Enterprises | |
| | | | and Regional Innovation | |
| | | June 2011 | Outside Auditor of DAIKEN CORPORATION | |
| | | June 2015 | Outside Director | |
| | | | Chairperson of Corporate Governance | |
| | Koji Mizuno | | Committee and Nomination and Compensation | |
| | (June 29, 1968) | | Committee | |
| | | Apr. 2016 | Professor, Faculty of Management and | |
| | Reelection | | Graduate School of Business Administration of | |
| | Outside | | Otemon Gakuin University | 1,000 shares |
| | Independent | | Director of Venture Business Research Institute | 1,000 shares |
| | | Apr. 2018 | Dean, Faculty of Management (current | |
| | Number of Board of Directors | | position) | |
| | meetings attended | | Professor, Faculty of Management and | |
| | 13/13 | | Graduate School of Business Administration | |
| 6 | | | and Economics of Otemon Gakuin University | |
| | | | (current position) | |
| | | June 2020 | Outside Administrative Officer of Kita Osaka | |
| | | | Shinkin Bank (current position) | |
| | | July 2020 | "Regional Revitalization Planning & Promotion | |
| | | | Member" Advisor of Kinki Finance Bureau | |
| | | | (current position) | |
| | | June 2022 | Director of the Company (current position) | |
| | | | concurrent positions outside the Company) | |
| | | None | | |

Reasons for nomination as candidate for outside Director and overview of expected roles

Koji Mizuno has experience in a financial institution and a high level of professional insight as a university professor in finance and related laws. Although he has not been directly involved in the management of the company in the past, he has abundant experience as an outside officer at other companies. He has also served as an Outside Director of the Company since June 2022 and contributed to the sustainable improvement of our corporate value through advice and oversight leveraging the above experience and insight. As the Company has deemed him as an individual who can continue to contribute to the management of the Company, it has nominated him as a candidate for outside Director. He is expected to give advice and oversight to the management from an objective and neutral standpoint, and as a member of the Nomination and Compensation Committee, to contribute to the enhancement of the independence of functions of the Board of Directors and objectivity and transparency of its procedures with respect to the election and removal of executives and decisions on remunerations, etc.

| Candidate No. | Name (Date of birth) | Career sum (Signific | Number of the Company's shares owned | | | | |
|------------------|--|-------------------------|--|----------|--|--|--|
| 7 | Akiko Hosokawa (October 16, 1963) New election Outside Independent Number of Board of Directors meetings attended — | | Joined Osaka Office of Showa Ota & Co. (currently Ernst & Young ShinNihon LLC) Registered as a certified public accountant Opened Hosokawa Certified Public Accountant Office Outside Corporate Auditor of Soiken Holdings Inc. Partner of Hosokawa Partners Tax Corporation (current position) Audit Commissioner, City of Kobe (current position) Outside Director (Audit & Supervisory Committee member) of Mizuno Corporation (current position) oncurrent positions outside the Company) etor (Audit & Supervisory Committee member) of | – shares | | | |
| | Reasons for nomination as candidate for outside Director and overview of expected roles Akiko Hosokawa has professional knowledge and broad experience as a certified public accountant. Although she has not been directly involved in the management of the company in the past, she has abundant experience as an outside officer at other companies. We believe that she is an appropriate person to help the Company sustainably improve our corporate value, and have therefore nominated her as a candidate for outside Director. She is expected to give advice and oversight to the management from an objective and neutral standpoint, and as a member of the Nomination and Compensation Committee, to contribute to the enhancement of the independence of functions of the Board of Directors and objectivity and transparency of its procedures with respect to the election and removal of executives and decisions on remunerations, etc. | | | | | | |

(Notes)

- 1. There is no special interest between any of the candidates and the Company.
- 2. The number of Board of Directors meetings attended by each candidate is the attendance in the 53rd term.
- 3. The number of the Company's shares owned by each candidate is as of March 20, 2023.
- 4. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into a limited liability agreement with Koji Mizuno limiting his liability for damages under Article 423, paragraph (1) of the Companies Act to the amount stipulated by laws and regulations. If the elections of Koji Mizuno and Akiko Hosokawa are approved, the Company plans to continue the agreement with Koji Mizuno and enter into the same agreement with Akiko Hosokawa.
- 5. Pursuant to the provisions of Article 430–3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company that includes the Directors of the Company as insured persons. The policy covers claims for damages and litigation expenses incurred due to actions carried out by insured persons based on their position (including in case of shareholder derivative lawsuit). Candidates shall, upon approval of reelection and election, be included as insured persons in this policy. Note that the Company plans to renew the policy under the same term after the expiration of the insurance period.
- 6. The Company has submitted notification to the Tokyo Stock Exchange that Koji Mizuno has been appointed as an independent officer as provided for by the aforementioned exchange. If his reelection is approved, the Company plans for his appointment as an independent officer to continue. In addition, Akiko Hosokawa satisfies the requirements for independent officer as provided for by the Tokyo Stock Exchange, and the Company plans to submit notification to the aforementioned exchange concerning her designation as an independent officer.

Reference

Standard for independence of Outside Directors

The Company deems an outside Director or candidate for outside Director as having independence if they do not fall under any of the items listed below as a result of the Company having investigated his or her background to reasonable extent.

- 1. A business executive (*1) of the Company or the Company's subsidiaries (hereinafter, the "Group"), or person who has been a business executive of the Group at any time in the past 10 years (or for a period of 10 years before appointment to that post if the person has, at any time within the past 10 years, served as a non–executive Director (Directors who do not fall under executive Director), Auditor or Accounting Advisor of the Group);
- 2. Shareholders who hold 10% or more of the voting rights of the Company, or directors, etc. of such companies (*2);
- 3. Directors, etc. of companies in which the Company holds 10% or more of the voting rights;
- 4. A business executive of a business partner, with which the Group does business for an amount equivalent to 2% or more of the total consolidated net sales for either of the companies;
- 5. Directors, etc. of financial institutions, etc., from which the Group borrows an amount equivalent to 2% or more of its total consolidated assets;
- 6. A person who is currently a certified public accountant (or certified tax accountant) serving as a Financial Auditor or Accounting Advisor of the Group, or a person who is currently a member, partner, or employee of an audit firm (or tax accountancy corporation) serving as a Financial Auditor or Accounting Advisor of the Group;
- 7. An attorney at law, certified public accountant, certified tax accountant or any other consultant who received an average of ¥10 million or more per year over the past three years in the form of money or other financial benefits, other than remuneration as an executive of the Group;
- 8. A person whose spouse, relative within the second degree of kinship, or cohabiting relative falls under any of 1 to 7 above;
- 9. A person who has fallen under any item of 2 to 8 above in the past five years
- 10. A business executive of a company at which a business executive of the Group assumes the position of an officer;
- 11. A person who currently holds the position of independent Director of the Company and whose tenure, if reappointed, will exceed eight years;
- *1 "Business executive" refers to an executive Director, Executive (or Corporate) Officer, manager or other employee.
- *2 Directors, etc. refers to Directors, Auditors, Accounting Advisors, Executive Officers (Shikkoyaku), Administrative Officers, Executive (or Corporate) Officers, managers and other employees.

Reference

Skills of Directors

If the proposal is approved as proposed at this meeting, the skills, etc. of each Director shall be as follows.

| ii tile proposai is a | pproved as p | noposcu a | it tills lifec | ung, me sk | 1115, CIC. | of Cacif | Director | Silali U | c as follow | /8. |
|--|----------------------|---|--------------------------------|--|---------------|----------------------|---|----------|-------------------|---|
| Position in the Company | Name | Corporate manage- ment Manage- ment strategy | Core business experience | Develop- ment, Technology & Manufactur- ing | IT digital | Finance & Accounting | Legal Affairs & Risk Manage- ment | ESG | Global experience | Nomination and Compen- sation Committee |
| Representative Director and Chairperson | Yusaku Inoue | • | • | • | | | | | • | 0 |
| Representative Director and President | Nobuo Kobayashi | • | | | • | • | • | • | | 0 |
| Director | Masatoshi Okamoto | • | • | • | | | | | | |
| Director | Takashi Sakaguchi | • | • | | • | • | | | • | |
| Director | Tomoaki Inoue | • | • | • | | | | | • | |
| Director (Outside) | Koji Mizuno | • | | | • | • | • | • | | 0 |
| Director (Outside) | Akiko Hosokawa | | | | | • | | • | | 0 |
| Director Audit and Supervisory Committee Member (Full–Time) | Toshinori Yoshii | | | | | • | • | | • | |
| Director Audit and Supervisory Committee Member (Outside) | Kohei Nomura | | | | | | • | • | | 0 |
| Director Audit and Supervisory Committee Member (Outside) | Yoshiaki Kamba | | | | | • | | • | | 0 |

⁽Outside)

* It does not represent the entirety of Directors' background and experience.