

Note: This document has been translated from 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: 6050

December 2, 2025

Dear Shareholders:

1-2-8 Toranomon, Minato-ku, Tokyo

E-Guardian Inc.

President & CEO Yasuhisa Takatani

NOTICE OF THE 28TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

We would like to express our sincere appreciation for your continued support.

You are cordially invited to attend the 28th Annual General Meeting of Shareholders of E-Guardian Inc. (the “Company”). The meeting will be held for the purposes as described below.

When calling this General Meeting of Shareholders, the Company has taken measures to provide information contained in the Reference Documents for the General Meeting of Shareholders, etc. (Matters to Be Provided Electronically) electronically, and posted it on the following websites on the Internet. Please refer to it by accessing one of the websites.

The Company website <https://www.e-guardian.co.jp/eng/ir/>

(Please access the above website, select “IR Library” and “General Meeting of Shareholders” in sequence from the menu and refer to it.)

Tokyo Stock Exchange website (TSE listed company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>

(Please access the TSE website mentioned above, enter “E-Guardian Inc.” for “Issue Name (Company Name)” or the Company securities code “6050” for “Code” and search. Then select “Basic Information” and “Documents for public inspection/PR information” in that order, and check the “Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting” in “Filed information available for public inspection.”)

If you are unable to attend the meeting, you may exercise your voting rights by any of the following methods. Please review the Shareholders' Meeting Reference Documents and exercise your voting rights by the close of business (6:00 p.m.) on Tuesday, December 16, 2025.

[Exercise of voting rights in writing]

Please indicate your approval or disapproval of the proposals on the Voting Rights Exercise Form and return it so that it arrives by the above deadline.

[Exercise of voting rights via the Internet, etc.]

Please access the website for exercising voting rights designated by the Company (<https://www.web54.net>), use the Voting Rights Exercise Code and password shown on the Voting Rights Exercise Form, and follow the on-screen instructions to enter your approval or disapproval of the proposals.

1. Date and time Wednesday, December 17, 2025, 10 a.m.
2. Venue Rose Room, Shiba Park Hotel,
1-5-10 Shibakoen, Minato-ku, Tokyo
3. Purpose
 - Matters to be reported
 1. The 28th Term (October 1, 2024 to September 30, 2025)
Business Report, Consolidated Financial Statements and Results of Audits by the Accounting Auditor and the Board of Audit on the Consolidated Financial Statements
 2. The 28th Term (October 1, 2024 to September 30, 2025)
Non-consolidated Financial Statements
 - Matters to be resolved
 - Proposal No. 1: Appropriation of Surplus
 - Proposal No. 2: Election of Three (3) Directors (Excluding Directors who are Board of Audit Members)
 - Proposal No. 3: Election of Three (3) Directors who are Board of Audit Members
 - Proposal No. 4: Election of One (1) Director Who Is a Substitute Board of Audit Member
 - Proposal No. 5: Election of Accounting Auditor
4. Decision upon Convocation (Guidance on Exercise of Voting Rights)
 - (1) If there is no indication of approval or disapproval of each proposal on the Voting Rights Exercise Form, it shall be treated as an indication of approval.
 - (2) If you exercise your voting rights more than once via the Internet, etc., the last vote you exercise will be treated as the valid vote.
 - (3) If you exercise your voting rights both via the Internet, etc. and in writing, the one via the Internet, etc. will be treated as the valid vote.

When attending the meeting on the day, please submit the Voting Rights Exercise Form at the reception desk of the venue.

Should there be a revision to the matters to be provided electronically, the matters before and after the revision will be posted on the Company website and the TSE website.

For shareholders who have requested the delivery of such documents, documents containing the matters to be provided electronically will also be sent, while the following matters will be excluded from such documents pursuant to the provisions of laws and regulations and Article 19 of the Company's Articles of Incorporation:

- (i) Notes to the Consolidated Financial Statements; and
- (ii) Notes to Non-Consolidated Financial Statements.

Accordingly, the Consolidated Financial Statements and the Non-consolidated Financial Statements contained in the documents are part of the documents audited by the Accounting Auditor and the Board of Audit in preparing the Accounting Audit Report and the Board of Audit's Audit Report, respectively.



Information on Exercising Voting Rights

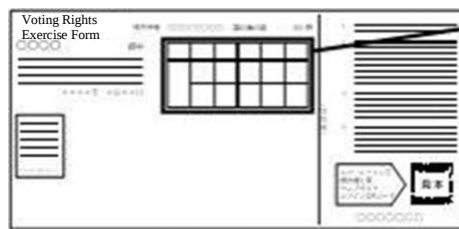
Voting rights at the General Meeting of Shareholders are an important right of shareholders.

Please review the Reference Documents for the General Meeting of Shareholders before exercising your voting rights.

There are following three ways to exercise your voting rights.

 Attendance at the General Meeting of Shareholders Please submit the Voting Rights Exercise Form to the receptionist at the meeting. Date and time Wednesday, December 17, 2025 10:00 a.m. (Reception starts at 9:00 a.m.)	 Exercise your voting rights via the Internet, etc. Please follow the guidance on the next page and indicate your approval or disapproval of the proposal. Exercise deadline Completed by 6:00 p.m. on Tuesday, December 16, 2025	 Exercise your voting rights in writing (by mail) Please indicate your approval or disapproval of the proposals on the Voting Rights Exercise Form and return it to us. Exercise deadline Arrivals until 6:00 p.m. on Tuesday, December 16, 2025
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Instructions on how to fill out the Voting Rights Exercise Form



*The Voting Rights Exercise Form is for illustration purposes only.

Please enter your approval or disapproval of the proposal here.

Proposals 1, 4 and 5

- If you approve >> Mark the **"Approve"** column with a circle
- If you disapprove >> Mark the **"Disapprove"** column with a circle

Proposals 2 and 3

- If you approve all >> Mark the **"Approve"** column with a circle
- If you disapprove all >> Mark the **"Disapprove"** column with a circle
- If you disapprove some candidates >> Please circle the **"Approve"** column and enter the number(s) of the candidate(s) you disapprove.

- If you exercise your voting rights both via the Internet, etc. and in writing (by mail), the vote exercised via the Internet, etc. will be treated as valid. In addition, if you exercise your voting rights multiple times via the Internet, etc., only the last vote will be treated as valid.
- If you exercise your voting rights in writing (by mail), and your voting rights exercise form does not indicate whether you approve or disapprove a proposal, we will treat it as if you approved the proposal.

Information on exercising voting rights via the Internet, etc.

By scanning QR code “Smart Voting”

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

- 1 Scan the QR code located at the bottom right of the Voting Rights Exercise Form.



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

- 2 Follow the instructions on the screen and enter your approval or disapproval.



You may exercise your voting rights only once via “Smart Voting”

If you wish to change your vote after exercising your voting rights, please access the website for PCs, enter the “Voting Rights Exercise Code” and “Password” indicated on the Voting Rights Exercise Form, log in 2, and exercise your voting rights again.

*If you scan the QR code again, you will be redirected to the PC site.

By entering your voting rights exercise code and password

Voting rights
exercise website <https://www.web54.net>

- 1 Visit the voting rights exercise website.



Click “Next”

- 2 Enter the “Voting Rights Exercise Code” indicated on the Voting Rights Exercise Form.



Enter the “Voting Rights Exercise Code”

Click “Login”

- 3 Enter the “Password” indicated on the Voting Rights Exercise Form.



Enter your password

Set a new password that you will actually use

Click “Register”

- 4 Follow the instructions on the screen and enter your approval or disapproval.

*The operation windows are for illustration purposes only.

If you have any questions about how to use a computer, smartphone to exercise your voting rights online, please call the phone number on the right.

Sumitomo Mitsui Trust Bank, Limited. Stock
Transfer Agency Web Support Dedicated Line
Telephone: 0120-652-031 (toll free)
(Reception hours: 9:00-21:00)

Institutional investors may use the electronic voting platform for institutional investors operated by ICJ, Inc.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

The Company recognizes that continually increasing corporate value and returning profits to shareholders are important management issues. The Company's basic policy is to allocate profits according to performance, after taking into consideration investments for sustainable growth and corporate value enhancement, balance with financial soundness to prepare for various risks and the outlook for operating results, and the Company will pay dividends targeting a consolidated payout ratio of around 30%. Based on the above policy and after comprehensively taking into consideration our financial position, business performance trends, the importance of returning profits to shareholders, and other factors, the Company proposes to pay a dividend of 35 yen per share.

(1) Type of dividend property

Money

(2) Matters concerning the assignment of dividend property and the total amount thereof

35 yen per share of common stock of the Company

Total dividends: 411,563,985 yen

(3) Effective date of dividends of surplus

December 18, 2025

Proposal No. 2: Election of Three (3) Directors (Excluding Directors who are Board of Audit Members)

The terms of office of all four (4) Directors (excluding Directors who are Board of Audit Members; the same shall apply hereinafter in this proposal) will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of three (3) Directors is proposed.

This proposal was examined by the Board of Audit, and no opinions were expressed.

The candidates for Directors are as follows:

Candidate number	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of the Company shares held
1	Yasuhisa Takatani (August 23, 1968)	Mar 1993 Joined Johnson & Johnson K.K. Aug 1995 Joined KYOCERA Corporation Nov 2005 Appointed as General Manager of Business Department of the Company Jan 2006 Appointed as General Manager of Business Department and General Manager of Corporate Planning Office Apr 2006 President & CEO (current position) Aug 2021 Appointed as Outside Director, LIKE, Inc. Apr 2023 In charge of Information Systems Department Representative Director, EG Secure Solutions Inc. Oct 2023 In charge of the Sales Department Dec 2023 President & CEO, CyLeague Holdings, Inc. (current position) [Significant concurrent positions] President & CEO, CyLeague Holdings, Inc.	661,904 shares
[Reasons for nomination as a candidate for Director] Mr. Yasuhisa Takatani has served as President & CEO of the Company since April 2006, and has abundant experience and achievements as a manager. Accordingly, the Company judges that he is suitable for strengthening the management foundation of the Group, and proposes his continued election as a candidate for Director.			

Candidate number	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of the Company shares held
2	Shin Sato (September 24, 1971)	Apr 1995 Joined Nippon Credit Bank Ltd. (currently Aozora Bank Ltd.) Feb 2002 Joined Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC) Jul 2005 Joined QB Net Co., Ltd. Oct 2005 Registered as a Certified Public Accountant Nov 2008 Joined NITORI Co., Ltd. Jan 2017 Joined Otsuka Pharmaceutical Co., Ltd. Feb 2023 Appointed as Director & CFO, Linkage Co., Ltd. Apr 2024 Appointed as Senior General Manager of General Accounting Department of the Company Dec 2024 Appointed as Director In charge of General Affairs Department, General Accounting Department and Human Resource Department Oct 2025 Appointed as Managing Director, Chief Operating Officer and Chief Financial Officer (current position) [Significant concurrent positions] None	-
[Reasons for nomination as a candidate for Director] Mr. Shin Sato has served as Executive Officer and General Manager of Administration Division of QB Net Co., Ltd. and Director and CFO of Linkage, Inc. As a Certified Public Accountant, he has extensive experience, achievements and insight in the accounting and finance and administration departments. Accordingly, the Company judges that he is suitable for promoting our group-wide management and streamlining operations, and proposes his continued election as a candidate for Director.			

Candidate number	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of the Company shares held
3		Apr 2007 Joined CHANGE, Inc. (currently CHANGE Holdings, Inc.) Apr 2010 Transferred to CSB Inc. Jul 2015 Re-joined CHANGE, Inc. (currently CHANGE Holdings, Inc.) Dec 2019 Appointed as Executive Officer, CHANGE, Inc. (currently CHANGE Holdings, Inc.) Apr 2023 Appointed as Representative Director, Executive Officer and President, CHANGE, Inc. (current position) New appointment Tomohiro Noda (October 29, 1984) Jun 2024 Appointed as Director, Interactive Solutions Corporation (current position) Jul 2025 Appointed as Senior Executive Officer of CHANGE Holdings, Inc. (current position) Oct 2025 Appointed as Executive Officer of the Company (current position) [Significant concurrent positions] Senior Executive Officer, CHANGE Holdings, Inc. Representative Director, Executive Officer and President, CHANGE, Inc.	-
	[Reasons for nomination as a candidate for Director] Mr. Tomohiro Noda has served as Representative Director, Executive Officer and President of CHANGE Inc. and Senior Executive Officer of CHANGE Holdings Inc., and has extensive business experience and a high level of specialized knowledge. The Company believes that his experience and knowledge are suitable for the promotion of the Group's growth strategy, and proposes that he be newly elected as a candidate for Director.		

- (Notes)
1. Mr. Yasuhisa Takatani is the President & CEO of CyLeague Holdings, Inc., a subsidiary of CHANGE Holdings, Inc., the parent company of the Company. Mr. Tomohiro Noda is a Senior Executive Officer of CHANGE Holdings Inc., the parent company of the Company, and also serves as the Representative Director, Executive Officer and President of its subsidiary, CHANGE Inc. There are no special interests between other candidates for Director and the Company.
 2. The above “Career summary, positions, responsibilities, and significant concurrent positions” column for Mr. Yasuhisa Takatani and Mr. Tomohiro Noda includes their positions and responsibilities as an executive officer at CHANGE Holdings, Inc., the parent company of the Company, and its subsidiaries, currently or in the past 10 years.
 3. If the appointment of Mr. Tomohiro Noda is approved as proposed, the Company plans to enter into an agreement with him to limit his liability for damages, and the maximum amount of liability under the said agreement is ten (10) million yen or the amount stipulated by laws and regulations, whichever is higher.
 4. The Company has entered into a directors and officers liability insurance contract with an insurance company, with the director as the insured, as provided in Article 430-3, Paragraph 1 of the Companies Act, and plans to renew the contract continuously. If each candidate is appointed, each candidate will become an insured person under the said contract. The contract indemnifies the insured against damages such as damages and litigation costs that are to be borne by the insured in the event that a shareholder or a third party, etc. files a claim for damages, out of the liability of a director against damages of a third party or the Company.

Proposal No. 3: Election of Three (3) Directors who are Board of Audit Members

The term of office of all three (3) Directors who are Board of Audit Members will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of three (3) Directors who are Board of Audit Members is proposed.

This proposal has been approved by the Board of Audit.

The candidates for Directors who are Board of Audit Members are as follows:

Candidate number	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of the Company shares held
1	Masataka Kusumi (February 17, 1968)	Apr 1991 Joined Fujita Corporation Sep 2001 Joined Masasho Co., Ltd. Dec 2006 Joined ShinNihon Audit Co. (currently Ernst & Young ShinNihon LLC) Aug 2010 Registered as a Certified Public Accountant Aug 2016 Appointed as Representative of Masataka Kusumi Certified Public Accountant Office (current position) Dec 2017 Appointed as Outside Director (Board of Audit Member) of the Company (current position) Jun 2020 Appointed as Outside Director, Toa Road Corporation (current position)	-
		[Significant concurrent positions] Representative, Masataka Kusumi Certified Public Accountant Office Outside Director, Toa Road Corporation	
	[Reasons for Nominating Candidates for Outside Directors Who Are Board of Audit Members and Expected Roles] As a certified public accountant, Mr. Masataka Kusumi is well-versed in corporate finance, legal affairs, and taxation. In order to ensure that his advanced expertise is reflected in the Company's management and audits, we propose his continued election as a candidate for Outside Director serving as a Board of Audit Member. Although he has not been directly involved in the management of a company in the past, the Company believes that he will appropriately perform his duties as an Outside Director for the reasons stated above. If he is elected as an Outside Director, he is expected to play a role in monitoring and advising management in general.		

Candidate number	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of the Company shares held
2	Akihira Mineo (February 14, 1977)	Oct 2002	Joined ChuoAoyama Audit Corporation	
		May 2006	Registered as a Certified Public Accountant	
Jul 2007	Joined HONGO TSUJI TAX & CONSULTING			
Aug 2010	Representative, Mineo Tax Accounting Firm (currently Mineo Accounting Firm) (current position)			
Dec 2010	Registered as a certified tax accountant			
Oct 2011	Appointed as Auditor, Japan Medical Export Cooperation (current position)			
Nov 2011	Appointed as Representative Director, Business Balance Co., Ltd. (current position)			
Dec 2013	Appointed as Outside Auditor of the Company			
Dec 2015	Appointed as Outside Director (Board of Audit Member) (current position)			
May 2017	Outside Auditor, baby calendar Inc. (current position)			
Jan 2018	Appointed as Outside Auditor, New Constructor's Network (current position)			
Dec 2020	Appointed as Outside Auditor, Ohisama Holdings, Inc. (current position)			
Jan 2023	Representative Partner, AMA Partners (current position)			
	[Significant concurrent positions] Representative, Mineo Accounting Firm Representative Partner, AMA Partners Outside Auditor, New Constructor's Network Outside Auditor, baby calendar Inc. Auditor, Japan Medical Export Cooperation Representative Director, Business Balance Co., Ltd. Outside Auditor, Ohisama Holdings, Inc.			
[Reasons for Nominating Candidates for Outside Directors Who Are Board of Audit Members and Expected Roles] As a certified public accountant and certified tax accountant, Mr. Akihira Mineo is well-versed in corporate finance, legal affairs, and taxation. In order to ensure that his advanced expertise is reflected in the Company's management and audits, we propose his continued election as a candidate for Outside Director serving as a Board of Audit Member. Although he has not been directly involved in the management of a company in the past, the Company believes that he will appropriately perform his duties as an Outside Director for the reasons stated above. If he is elected as an Outside Director, he is expected to play a role in monitoring and advising management in general.				

Candidate number	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of the Company shares held
3	Nao Kawamura (July 23, 1987)	Jan 2015 Joined Atago Law Office Jul 2019 Joined Wadakura Gate Law Office (current position) Dec 2023 Appointed as Outside Director (Board of Audit Member) of the Company (current position) [Significant concurrent positions] Wadakura Gate Law Office	-
		[Reasons for Nominating Candidates for Outside Directors Who Are Board of Audit Members and Expected Roles] Mr. Nao Kawamura has advanced expertise and wide insight as an attorney. In order to take advantage of such experience and insight to be reflected in the Company's management and audits, we propose his continued election as a candidate for Outside Director serving as a Board of Audit Member. Although he has not been directly involved in the management of a company in the past, the Company believes that he will appropriately perform his duties as an Outside Director for the reasons stated above. If he is elected as an Outside Director, he is expected to play a role in monitoring and advising management in general.	

- (Notes)
1. There are no special interests between each candidate for Director and the Company.
 2. Mr. Masataka Kusumi, Mr. Akihira Mineo and Mr. Nao Kawamura are candidates for Outside Director.
 3. Mr. Masataka Kusumi is currently an Outside Director serving as a Board of Audit Member of the Company. His term of office will be eight (8) years at the conclusion of this General Meeting of Shareholders.
 4. Mr. Akihira Mineo is currently an Outside Director serving as a Board of Audit Member of the Company. His term of office will be ten (10) years at the conclusion of this General Meeting of Shareholders. In the past, he was an officer (Auditor) not serving as an executive officer of the Company.
 5. Mr. Nao Kawamura is currently an Outside Director serving as a Board of Audit Member of the Company, and his term of office will be two (2) years at the conclusion of this General Meeting of Shareholders.
 6. The Company has designated Mr. Masataka Kusumi, Mr. Akihira Mineo and Mr. Nao Kawamura as independent officers pursuant to the provisions of the Tokyo Stock Exchange and has notified the Exchange. If this proposal is approved as proposed, we will continue to notify the exchange that they are independent officers.
 7. The Company has entered into agreements with Mr. Masataka Kusumi, Mr. Akihira Mineo and Mr. Nao Kawamura to limit their liability for damages. The maximum amount of liability under the said agreement is ten (10) million yen or the amount stipulated by laws and regulations, whichever is higher. If their appointment is approved, the Company will continue the said agreement.
 8. The Company has entered into a directors and officers liability insurance contract with an insurance company, with the director as the insured, as provided in Article 430-3, Paragraph 1 of the Companies Act, and plans to renew the contract continuously. If each candidate is appointed, each candidate will become an insured person under the said contract. The contract indemnifies the insured against damages such as damages and litigation costs that are to be borne by the insured in the event that a shareholder or a third party, etc. files a claim for damages, out of the liability of a director against damages of a third party or the Company.

Proposal No. 4: Election of One (1) Director Who Is a Substitute Board of Audit Member

In order to prepare for a shortage in the number of Directors who are Board of Audit Members as stipulated in laws and regulations, we request the election of one (1) Director who is a Substitute Board of Audit Member.

This proposal has been approved by the Board of Audit.

The candidate for Director who is a Substitute Board of Audit Member is as follows:

Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of the Company shares held
Rika Kawaguchi (July 23, 1969)	Apr 1997 Registered with Dai-Ichi Tokyo Bar Association Joined Okukawa Law Office (current position) Jun 2019 Appointed as Outside Audit & Supervisory Board Member, Relia, Inc. (currently Altius Link, Inc.) Jun 2023 Outside Director (Audit and Supervisory Committee Member), JX Metals Corporation (current position) [Significant concurrent positions] Outside Director (Audit and Supervisory Committee Member), JX Metals Corporation	-
[Summary of Reasons for Nominating Candidate for Outside Director Who Is a Substitute Board of Audit Member and Expected Roles] The Company has selected Ms. Rika Kawaguchi as a candidate for Substitute Outside Director because she possesses a high level of expertise and broad insight as an attorney. The Company believes that she will be able to appropriately perform her duties as an Outside Director by utilizing such experience and insight, and proposes her election. Although she has not been directly involved in the management of a company in the past, the Company believes that she will appropriately perform her duties as an Outside Director for the reasons stated above. If she is elected as an Outside Director, she is expected to play a role in monitoring and advising management in general.		

- (Notes)
1. There are no special interests between the candidate for Director and the Company.
 2. Ms. Rika Kawaguchi is a substitute candidate for Outside Director.
 3. If Ms. Rika Kawaguchi is appointed as a director who is a Board of Audit Member, the Company will designate her as an independent officer in accordance with the provisions of the Tokyo Stock Exchange and will notify the exchange that she is an independent officer.
 4. If Ms. Rika Kawaguchi is appointed as a director who is a Board of Audit Member, the Company will enter into an agreement with her to limit her liability for damages. The maximum amount of liability under the said agreement is ten (10) million yen or the amount stipulated by laws and regulations, whichever is higher.
 5. The Company has entered into a directors and officers liability insurance contract with an insurance company, with the director as the insured, as provided in Article 430-3, Paragraph 1 of the Companies Act, and plans to renew the contract continuously. If Ms. Rika Kawaguchi is appointed as a director who is a Board of Audit Member, she will become an insured person under the said contract. The contract indemnifies the insured against damages such as damages and litigation costs that are to be borne by the insured in the event that a shareholder or a third party, etc. files a claim for damages, out of the liability of a director against damages of a third party or the Company.

Proposal No. 5: Election of Accounting Auditor

The Company's accounting auditor, Grant Thornton Taiyo LLC, will retire at the conclusion of this General Meeting of Shareholders due to the expiration of its term of office. Accordingly, based on the decision of the Board of Audit, we would like to ask for your approval to newly appoint Kanade Partnership as our Accounting Auditor.

The Board of Audit selected Kanade Partnership as a candidate for Accounting Auditor because, as the Company aims to improve its corporate value over the medium to long term, it has determined that Kanade Partnership is suitable to serve as the Company's Accounting Auditor after comprehensively taking into consideration its ability to conduct agile audits from a new perspective, the expertise, independence, quality control system, and appropriateness of audit fees required of the Company's Accounting Auditor, etc.

The candidate for Accounting Auditor is as follows:

(As of November 1, 2025)

Name	Kanade Partnership
Office location	1-2-10 Nihonbashi, Chuo-ku, Tokyo
Number of employees	174
History	October 1, 2020 Establishment

[Reference] Director Skill Matrix

If Proposals No. 2 and No. 3 are approved as proposed, the skill matrix for Directors will be as follows.

Name *1	Outside officer *2	Expertise of Directors *3						
		Corporate management and business operation	Sales and marketing	Financial accounting and finance	IT and DX	Overseas business	Legal affairs	Governance
Yasuhisa Takatani (President & CEO)		○	○		○			
Shin Sato (Managing Director)		○	○	○		○	○	○
Tomohiro Noda (Director)		○	○		○			
Masataka Kusumi (Director) (Full-time Board of Audit Member)	◎	○		○				○
Akihira Mineo (Director) (Board of Audit Member)	◎			○				○
Nao Kawamura (Director) (Board of Audit Member)	◎						○	○

*1 The position the person is to be appointed to after the conclusion of this General Meeting of Shareholders is indicated below the name.

*2 “◎” indicates an independent director.

*3 These are the roles that the Company expects each Director to play, and do not represent all the skills and expertise of each Director.