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: 6099 (Date of Mailing) March 5, 2025 (Date of Commencement of Measures for Electronic Provision of Information) February 27, 2025 To Our Shareholders

> 15-12 Idegawa-machi, Matsumoto-shi, Nagano ELAN Corporation Representative Director & President Tomohiro Minezaki

Notice of Convocation of the 31st Annual General Meeting of Shareholders

We would first like to thank you for your continued support.

We hereby notify you of the 31st Annual General Meeting of Shareholders of ELAN to be held as outlined below.

In convening this Annual General Meeting of Shareholders, we have taken measures to electronically provide information on the Reference Documents for the General Meeting of Shareholders, etc. (matters to be provided electronically). These documents are posted on each of the following websites on the Internet, so please access these and check information as appropriate.

[ELAN Website]

https://www.kkelan.com/ir/

(Please access the above website and select "General Meeting of Shareholders" under "Information for Shareholders" to check this information.)

[General Meeting of Shareholders Materials Website] https://d.sokai.jp/6099/teiji/

[Tokyo Stock Exchange Website (TSE Listed Company Information Service)]

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

(Please access the Tokyo Stock Exchange website above, enter the Company name for the stock name or 6099 for securities code, select "Basic Information," then "Documents for Public Inspection/PR Information," and check the "Notice of Convocation of General Meeting of Shareholders/Information on General Meeting of Shareholders" field under "Documents for Public Inspection.")

You are entitled to exercise your voting rights through any of the following means rather than attending the General Meeting of Shareholders in person on the day. Please take the time to review the attached Reference Documents for the General Meeting of Shareholders in exercising your voting rights.

[In the Case of Exercise of Voting Rights in Writing]

Please indicate your vote in favor or against the proposals on the voting form and then return the voting form to arrive by 5:30 p.m., Wednesday, March 19, 2025.

[In the Case of Exercise of Voting Rights via the Internet]

Please access our designated website to exercise your voting rights (https://soukai.mizuho-tb.co.jp/) and follow the on-screen instructions to enter your vote in favor or against the proposals by 5:30 p.m., Wednesday, March 19, 2025.

Please ensure that you check "Guide on Exercising Voting Rights via the Internet" on page 5 of the Japanese original when exercising voting rights via the Internet.

| 1. | Date and Time | 10:00 a.m., Friday, March 21, 2025 |
|----|------------------------|--|
| 2. | Venue | Miyabie, 3F, Alpico Plaza Hotel 1-3-21 Fukashi, Matsumoto-shi, Nagano |
| | | (Please refer to the map to the venue at the end of the Japanese original.) |
| 3. | Agenda | |
| | Matters to Be Reported | 1. Report on the Business Report, Consolidated Financial Statements, and |
| | | Results of Audits of Consolidated Financial Statements by the Financial |
| | | Auditor and the Audit & Supervisory Committee for the 31st Business Year |
| | | (from January 1, 2024 to December 31, 2024) |
| | | 2. Report on the Non-consolidated Financial Statements for the 31st Business |
| | | Year (from January 1, 2024 to December 31, 2024) |
| | 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 Five Directors (excluding directors who also serve as Audit & |
| | | Supervisory Committee members) |
| | Proposal No. 4: | Election of Two Directors Who Also Serve as Audit & Supervisory Committee |
| | | Members |

Details

- ◎ Upon your attendance on the day, please submit the voting form to the reception at the venue.
- If voting rights are exercised via both the voting form and the Internet, the exercise of voting rights via the Internet shall be the one deemed valid.
- If voting rights are exercised multiple times via the Internet, the final vote cast shall be the one deemed valid.
- If a vote in favor or against the proposals has not been indicated on the voting form, the voting form shall be deemed as one indicating a vote in favor.
- If a proxy is to attend the General Meeting of Shareholders, the proxy shall be one other shareholder with voting rights pursuant to the provisions of Article 17 of the Articles of Incorporation. Please note that a document evidencing the authority of the proxy must be submitted in that case.
- There will be no distribution of souvenirs on the day.
 We ask for your understanding.
- Please refrain from filming, photographing or recording audio at the venue on camera, smartphone, mobile phone or such.
- For shareholders arriving in wheelchairs, a dedicated space has been set up within the venue. Staff will guide you
 at the venue.
- At this General Meeting of Shareholders, ELAN will uniformly send such documents stating the matters for electronic provision, regardless of whether or not a request for issuance of these documents has been made. In accordance with laws, regulations and Article 15 of the Articles of Incorporation, the following items are not included in the documents to be sent.
 - ① Outline of the System to Ensure the Appropriateness of Business Operations and the Status of Operation of Such System in the business report
 - 2 Statements of Changes in Equity and Tables of Explanatory Notes on Consolidated Financial Statements

③ Statements of Changes in Equity and Tables of Explanatory Notes on Non-consolidated Financial Statements Accordingly, the business report, consolidated financial statements and non-consolidated financial statements included in these documents are part of the documents audited upon preparation of the accounting audit report by the accounting auditor and the audit report by the Audit & Supervisory Committee.

Amendments, if any, to the matters for electronic provision or matters both before and after the modification will be posted on each of the abovementioned websites.

| Information about | The "Business Briefing Session" will be held after the Annual |
|-------------------|---|
| | General Meeting of Shareholders. |
| Briefing Session | General Meeting of Shareholders. |

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

With the return of profit to shareholders regarded as one of the most important management issues, ELAN proposes to distribute the following year-end dividends for the fiscal year under review based on a comprehensive consideration of business results for fiscal year 2024, future business expansion and other factors while making it a basic policy to maintain stable dividends.

Matters Concerning Year-end Dividends

- Type of Dividend Property Cash
- Matters Concerning the Allotment of Dividend Property and the Total Amount Thereof 13 yen per share of ELAN common shares Total amount of 787,787,065 yen
- ③ Date on which Dividends of Surplus Takes Effect March 24, 2025

Proposal No. 2: Partial Amendment to the Articles of Incorporation 1. Reasons for the Proposal

- - Article 19 Paragraph 2 of the proposed amendment is to enhance the management supervision system.
- 2. Content of the Amendment

The following is the content of the amendment.

(The amended portion is underlined.)

| Current Articles of Incorporation | Proposed Amendment |
|--|--|
| Article 19 | Article 19 |
| 2. The number of directors who are | 2. The number of directors who are |
| Audit &Supervisory Committee members | Audit &Supervisory Committee members |
| of the Company shall be no more than 4 | of the Company shall be no more than $\underline{6}$ |
| <u>(four)</u> . | <u>(six)</u> . |

Proposal No. 3: Election of Five Directors (excluding directors who also serve as Audit & Supervisory Committee members)

The term of office of all (five) directors (excluding directors who also serve as Audit & Supervisory Committee members; the same shall apply hereinafter in this Proposal) will expire upon the conclusion of this General Meeting of Shareholders.

Accordingly, the election of five directors, including two new directors and one outside director, is proposed.

All of the candidates for directors have been deemed suitable for the position by ELAN's Audit & Supervisory Committee for this Proposal.

The candidates for directors are as follows:

| Candidate No. | Name | Position at ELAN Corporation | Attendance Rate of Board of Directors Meetings | Candidate Affiliation |
|------------------|-------------------|--|--|---|
| 1 | Tomohiro Minezaki | Representative Director & President | 100% | Candidate for reappointment as Director |
| 2 | Akira Ishizuka | Director | 100% | Candidate for reappointment as Director |
| 3 | Yoichi Kamijo | Executive Officer | _ | Candidate for new appointment as Director |
| 4 | Yukiko Matsumoto | _ | - | Candidate for new appointment as Director |
| 5 | Naomi Emori | Director | 100% | Candidate for reappointment as Outside Director Independent Director pursuant to the provisions of the stock exchange |

| Candidate No. | Name (Date of Birth) | | l Outline, Positions and Assignments, and rtant Concurrent Holding of Positions | Number of ELAN Shares Held | Attendance of Board of Directors Meetings |
|------------------|-------------------------|-----------|--|----------------------------------|--|
| | | Apr. 1997 | Joined Nakajima Yuzo Zeirishi Jimusho | | |
| | | Dec. 1999 | Joined Y.K. ISO | | |
| | | Aug. 2003 | Joined ELAN Corporation | | |
| | | Jan. 2009 | Manager of Sales Division, | | |
| | | July 2011 | Director and Manager of Sales | | |
| | | 0419 2011 | Division | | |
| | | Oct. 2012 | Director and Manager of East Japan Area Sales Division | | |
| | | Mar. 2014 | Director in charge of sales | | |
| | | Feb. 2016 | Director and Manager of Sales Division | | |
| | | Oct. 2016 | Director and Deputy General Manager of Sales Department | | |
| | | Feb. 2017 | Director, LTASK Corporation | | |
| | | Jan. 2018 | Director and General Manager of Operations Department, ELAN | | |
| | Tomohiro | | Corporation | | |
| 1 | Minezaki | Sep. 2018 | Director, ELAN Service Corporation | 400,000 | 21/21(100%) |
| | (Sep. 7, 1972) | Jan. 2019 | Director and Deputy General | | |
| | | | Manager of Sales Department, | | |
| | | | ELAN Corporation | | |
| | | Jan. 2020 | Director and General Manager of Sales | | |
| | | | Department | | |
| | | Mar. 2020 | Executive Officer | | |
| | | Jan. 2021 | Director in Charge of Sales | | |
| | | Mar. 2021 | Managing Director, General Manager of | | |
| | | | Operational Management Department, | | |
| | | | and Managing Executive Officer | | |
| | | Mar. 2022 | Representative Director, President, | | |
| | | | Executive Officer, COO, and General Manager of Operational Management | | |
| | | | Department | | |
| | | Apr. 2022 | Representative Director, President, | | |
| | | лрі. 2022 | Executive Officer & COO (current | | |
| | | | position) | | |

Tomohiro Minezaki has been consistently contributing to the growth of ELAN's business through sales activities as a member from the launch of the nursing- and medical-care-related business. He was placed in charge of the Operations Department in 2018 where he gained experience in the management of the body engaging in individual invoicing operations, after which he returned to the Sales Department in 2019 and contributed tremendously to enhancing ELAN's business performance as the General Manager of Sales Department from 2020. Since March 2021, he has been in charge of the Operational Management Department and was appointed as the Managing Director. Since March 2022, he has been appointed as the Representative Director and President, contributing to the development of ELAN's business. He has been nominated as a candidate for a director on the judgment that he would continue to play his part in the management of ELAN by drawing on such experience and accomplishments.

| Candidate No. | Name (Date of Birth) | 01 | l Outline, Positions and Assignments, and ortant Concurrent Holding of Positions | Number of ELAN Shares Held | Attendance of Board of Directors Meetings |
|------------------|-------------------------------------|---|--|----------------------------------|--|
| 2 | Akira Ishizuka (Aug. 8, 1970) | Aug. 2005 Mar. 2010 Mar. 2016 Oct. 2016 Apr. 2017 Dec. 2017 Apr. 2019 July 2019 Jan. 2020 Mar. 2020 Dec. 2021 Mar. 2022 Jan. 2023 | Director, Medical Care Service Co., Inc. Managing Director Managing Director, Sanko Soflan Co., Ltd. Executive Officer, REALWORLD, Inc. (now DIGITAL PLUS, Inc.) Executive Officer and CFO Director and CFO Joined ELAN Corporation General Manager of General Affairs & Human Resources Department and General Manager of Human Resources Division General Manager of Corporate Strategy Department and General Manager of Corporate Planning Division Executive Officer Outside Director, Classico Inc. (current position) Director, Executive Officer, CSO, and General Manager of Corporate Strategy Department, ELAN Corporation (current position) Representative Director, President, ELAN Couleur Corporation (current position) | 1,873 | 21/21(100%) |

Akira Ishizuka has management experience and extensive knowledge in numerous industries and has been assigned to personnel planning, corporate planning and other corporate strategy operations since joining ELAN, working on many management tasks. In 2020, he was appointed as the Executive Officer and General Manager of the Corporate Strategy Department, and in March 2022, he was appointed as the Director and General Manager of the Corporate Strategy Department. He has been nominated as a candidate for a director on the judgment that he would play his part in the management of ELAN by drawing on such experience and accomplishments.

| Candidate No. | Name (Date of Birth) | 0 1 | al Outline, Positions and Assignments, and ortant Concurrent Holding of Positions | Number of ELAN Shares Held | Attendance of Board of Directors Meetings |
|------------------|-------------------------------------|------------------------|--|----------------------------------|--|
| | | Apr. 1995 | Joined Dai-Ichi Kangin Information | | |
| | Yoichi Kamijo (Mar. 30, 1973) | | Systems K.K (now Mizuho Research | | |
| | | 0 1000 | & Technologies K.K.) | | |
| | | Oct. 1999 | Joined Tohmatsu Audit Corporation (now | | |
| | | | Tohmatsu Limited Liability Audit | | |
| | | | Corporation) | | |
| | | Apr. 2003 | Registered as a certified public | | |
| | | 0 / 2015 | accountant | | |
| | | Oct. 2015 Nov. 2015 | Joined ELAN Corporation | | |
| | | Aug. 2015 | Manager of Business Affairs Division Joined PwC Arata LLC (now PwC Japan | | |
| | Voichi | Aug. 2010 | LLC) | | |
| 3 | | July 2019 | Joined ABLE Corporation (now | | |
| 3 | 5 | July 2019 | BEABLE Corporation) | — | — |
| | (Mar. 30, 19/3) | Dec. 2019 | Re-joined ELAN Corporation | | |
| | | Jan. 2020 | Manager of Finance & Accounting | | |
| | | 0 uni 2020 | Division (current position) | | |
| | | Apr. 2021 | Director, Ryukyu ELAN Corporation | | |
| | | 1 | (current position) | | |
| | | Jan. 2024 | Executive Officer, Deputy General | | |
| | | | Manager of Administration | | |
| | | | Department, ELAN Corporation | | |
| | | May 2024 | Executive Officer, CFO, General | | |
| | | 5 | Manager of Administration | | |
| | | | Department (current position) | | |

Yorchi Kamijo has been in charge of accounting and financial operations since joining ELAN based on his experience and knowledge as a certified public accountant. In 2024, he was appointed as the General Manager of the Administration Division and has been solving various management issues for the company in fields such as finance, accounting, legal affairs, and compliance. He has been nominated as a candidate for a director on the judgment that he would play his part in the management of ELAN by drawing on such experience and accomplishments.

| Candidate No. | Name (Date of Birth) | 01 | l Outline, Positions and Assignments, and ortant Concurrent Holding of Positions | Number of ELAN Shares Held | Attendance of Board of Directors Meetings |
|------------------|--|---|--|----------------------------------|--|
| 4 | Yukiko Matsumoto (Nov. 20, 1980) | Apr. 2004 Apr. 2007 Feb. 2011 Oct. 2016 June 2018 May 2021 May 2022 Aug. 2022 Mar. 2023 | Joined Cyber Agent Inc. Joined Mitsue-Links Co., Ltd. Joined M3, Inc. Group Leader of New Business Platform, M3, Inc. Director, M3 Career, Inc. (current position) Group Leader of Career Solution and Group Leader of Clinic Establishment & Succession Platform, M3, Inc. (current position) Executive Officer, M3, Inc. (current position) Group Leader of Promotion of Ecosystem, M3, Inc. (current position) Group Leader of White Jack Project M3, Inc. (current position) | Π | _ |

Yukiko Matsumoto has been engaged in marketing, product design, project management, etc. related to the healthcare business at the M3 Group, and has a wealth of experience and knowledge. Additionally, she has extensive experience in creating synergies between group companies. She has been nominated as a candidate for a director on the judgment that she would play her part in the management of ELAN by drawing on such experience and accomplishments.

| Candidate No. | Name (Date of Birth) | 01 | l Outline, Positions and Assignments, and ortant Concurrent Holding of Positions | Number of ELAN Shares Held | Attendance of Board of Directors Meetings |
|------------------|-------------------------|-----------|--|----------------------------------|--|
| | | Apr. 1980 | Joined Japanese Red Cross Kyoto | | |
| | Naomi Emori | Apr. 1983 | Daiichi Hospital Joined Fukui Medical School Hospital Seconded to Toyama Medical and Pharmaceutical University Hospital | | |
| | | Apr. 1989 | Deputy Nursing Officer, Fukui Medical School Hospital | | |
| | | Apr. 1991 | Chief Nursing Officer | | |
| 5 | | Apr. 2013 | Deputy Director of Nursing Department, University of Fukui Hospital | _ | 21/21(100%) |
| | (Feb. 21, 1959) | Apr. 2015 | Director of Nursing Department and Deputy Hospital Director, | | |
| | | June 2019 | Regional Director, Japanese Nursing Association (current position) | | |
| | | | President, Fukui Nursing Association | | |
| | | | (current position) | | |
| | | Mar. 2020 | Outside Director, ELAN Corporation (current position) | | |

(Reasons for Nomination as Candidate for Outside Director and Outline of Expected Roles)

Naomi Emori has been active in a wide range of fields from nursing practice to nursing administration, nursing training, research activities, and academic and social activities, engaging in nursing operations at large acute hospitals for many years. Although she has no experience of direct involvement in corporate management in ways other than as an outside director of ELAN, she has broad insight and experience when it comes to nursing and medical care. She has been nominated as a candidate for an outside director on the judgment that she would continue to contribute to ELAN's business expansion by advising and instructing from the perspective of nursing and medical care by drawing on such career and experience.

(Notes) 1. There is no special conflict of interest between each candidate and ELAN.

- 2. Yukiko Matsumoto is the Executive Officer of M3, Inc., which is parent company of ELAN and the Director of M3 Career, Inc., which is a subsidiary of M3, Inc. M3, Inc. and M3 Career, Inc. are specified associated service providers of ELAN.
- 3. Naomi Emori is a candidate for outside director.
- 4. Naomi Emori will have held the office of outside director for a period of five years upon the conclusion of this General Meeting of Shareholders.
- 5. ELAN has concluded a contract with Naomi Emori that limits the liability for damages under Article 423, Paragraph 1 of the Companies Act pursuant to Article 427, Paragraph 1 of the Companies Act. The limit of the liability for damages based on the contract is the amount provided in Article 425, Paragraph 1 of the Companies Act. ELAN plans to continue the contract with the candidate if the election is approved. If Yukiko Matsumoto is approved as Director, ELAN plans to conclude the same contract with her.
- 6. ELAN has a directors and officers liability insurance contract provided for in Article 430-3, Paragraph 1 of the Companies Act concluded with an insurance company and an outline of the details of the insurance contract is provided in the business report of the Japanese original. Each candidate is planned to be an insured party of the insurance contract if elected as a director. In addition, the insurance contract is planned to be renewed under the same terms and conditions in the next renewal.
- 7. ELAN has filed Naomi Emori as an independent officer pursuant to the provisions of the Tokyo Stock Exchange.

Proposal No. 4: Election of Two Directors Who Also Serve as Audit & Supervisory Committee Members

Subject to "Proposal No. 2: Partial Amendment to the Articles of Incorporation" being approved as originally proposed, the election of (two) new additional directors who also serve as Audit & Supervisory Committee is proposed to enhance the supervision of the management.

The consent of the Audit & Supervisory Committee has been obtained for this Proposal.

The candidates for the directors who also serve as Audit & Supervisory Committee members are as follows:

| Candidate No. | Name | Position at ELAN Corporation | Attendance Rate of Board of Directors Meetings | Attendance of Audit & Supervisory Committee Meetings | Candidate Affiliation |
|------------------|--------------|---------------------------------|---|--|---|
| 1 | Hirofumi Oba | _ | _ | _ | Candidate for new appointment as Director |
| 2 | Miho Saito | _ | - | _ | Candidate for new appointment as Outside Director Independent Director pursuant to the provisions of the stock exchange |

| Candidate No. | Name (Date of Birth) | | Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions Apr. 2005 Joined Mizuho Securities Co., Ltd. May 2010 Joined Fashion Walker Co., Ltd. Oct. 2011 Onerating officer of Fashion- | | Attendance of Audit & Supervisory Committee Meetings | Number of ELAN Shares Held |
|------------------|------------------------------------|---|--|---|--|----------------------------------|
| 1 | Hirofumi Oba (July 27, 1980) | 1 | | _ | l | _ |

Hirofumi Oba has been engaged in business management, finance, accounting, legal and compliance for the healthcare-related businesses within the M3 Group, and has a wealth of related experience and knowledge. He has been nominated as a candidate for a director who also serves as an Audit & Supervisory Committee member on the judgment that he would continue to properly carry out the duties of overseeing the execution of business of ELAN by drawing on such knowledge and experience.

| Candidate No. | Name (Date of Birth) | | al Outline, Positions and Assignments, ortant Concurrent Holding of Positions | Attendance of Board of Directors Meetings | Attendance of Audit & Supervisory Committee Meetings | Number of ELAN Shares Held |
|------------------|---------------------------------|---|---|--|--|----------------------------------|
| 2 | Miho Saito (Apr. 8, 1963) | Apr. 1986 Mar. 1988 Nov. 1989 Jun. 1993 Sep. 1993 Sep. 1997 Jan. 2006 Nov. 2009 Jun. 2024 | Joined Nomura Securities Co., Ltd. Joined Credit Suisse Trust & Banking Ltd. Joined Sparx Investment Advisory Ltd. (now, SPARX Group Co., Ltd.) Graduated (MBA) J.L.Kellogg Graduate School of Management at Northwestern University Joined Sparx Investment Advisory Ltd. (now, SPARX Group Co., Ltd.) Joined Government of Singapore Investment Corporation Private Limited (now GIC Private Limited) Joined Clay Finlay Inc. Joined United Nations Joint Staff Pension Fund Senior Investment Officer and Head of APAC Equites Joined Strategy Advisors Co., Ltd. Executive Office of Capital Market Department (current position) | _ | - | _ |

Miho Saito has been engaged in investment operations in the field of international finance for many years and has a wealth of related experience and knowledge. She has been nominated as a candidate for a director who also serves as an Audit & Supervisory Committee member on the judgment that she would properly carry out the duties of overseeing the execution of business of ELAN from an independent standpoint by drawing on such knowledge and experience.

(Notes) 1. There is no special conflict of interest between each candidate and ELAN.

- 2. Hirofumi Oba is the Executive Officer of M3, Inc., which is parent company of ELAN, the Auditor of M3 Career, Inc., which is a subsidiary of M3, Inc., and the Director and Audit & Supervisory Committee member of CUC, Inc., which is a subsidiary of M3, Inc., M3 Career, Inc. and CUC, Inc. are specified associated service providers of ELAN.
- 3. Miho Saito is a candidate for outside director.
- 4. If the election of Hirofumi Oba and Miho Saito is approved, ELAN plans to conclude a contract with Oba and Saito that limits the liability for damages under Article 423, Paragraph 1 of the Companies Act pursuant to Article 427, Paragraph 1 of the Companies Act. The limit of the liability for damages based on the contract is the amount provided in Article 425, Paragraph 1 of the Companies Act. ELAN plans to continue the contract with each candidate if the election of each candidate is approved.
- 5. ELAN has the directors and officers liability insurance contract provided for in Article 430-3, Paragraph 1 of the Companies Act concluded with an insurance company. The insurance contract provides coverage for damages incurred from compensation for damages and legal expenses liable by insured parties in the event that claims against insured parties for damages arising from acts in their capacity as directors or officers are filed by shareholders, investors, employees or other third parties during the period of coverage. The insured parties of the insurance contract are all of the directors (including directors who also serve as Audit & Supervisory Committee members), company auditors and executive officers of ELAN and ELAN's subsidiaries in Japan, and the insurance expenses are fully borne by ELAN. However, to ensure not to impair the proper execution of duties of the insured parties, no coverage is provided for damages of the insured parties themselves that are based on the insured parties' acts of breach of the duty of loyalty, criminal acts, fraudulent acts or acts conducted while aware that doing so would violate laws and regulations, etc. Each candidate is planned to be an insured party of the insurance contract if elected as director. In addition, the insurance contract is planned to be renewed under the same terms and conditions in the next renewal.
- 6. ELAN plans to file Miho Saito as an independent officer pursuant to the provisions of the Tokyo Stock Exchange if the candidate is elected.

| | Position at ELAN Corporation | Special Areas of Expected Contribution | | | | | | |
|----------------------|--|--|-----------------------|------------------------|---|----------------------------|---|--------|
| Name | | General Management | Industry Knowledge | Marketing and Sales | Legal Compliance and Risk Management | Accounting and Finances | | Gender |
| Tomohiro Minezaki | Representative Director & President | • | • | • | | | • | Male |
| Akira Ishizuka | Director | | • | • | | • | | Male |
| Yoichi Kamijo | Director | | | | • | • | | Male |
| Yukiko Matsumoto | Director | | • | • | | | | Female |
| Naomi Emori | Outside Director | | • | | | | | Female |
| Hiroshi Eyama | Director (Full-time Audit & Supervisory Committee Member) | | | | • | • | | Male |
| Hirofumi Oba | Director (Audit & Supervisory Committee Member) | | • | | • | • | | Male |
| Nobuyuki Takagi | Outside Director (Audit & Supervisory Committee Member) | • | | | | • | | Male |
| Naohide Aikawa | Outside Director (Audit & Supervisory Committee Member) | | | | • | | | Male |
| Miho Saito | Outside Director (Audit & Supervisory Committee Member) | • | | | | • | • | Female |

| <reference> Director</reference> | Skill Matrix | (if Proposal 3 | and 4 are approved | Ð |
|----------------------------------|--------------|-----------------|--------------------|----|
| | OKIII Maulik | (11 1 1000341 5 | and + are approved | IJ |

* Aside from the expertise and experience of each director, all directors are managing the business from a sustainability perspective.

Skill Item Requirements

| General Management | Possesses a wealth of knowledge and experience necessary to formulate management strategies, and is able to demonstrate leadership | | | |
|---|---|--|--|--|
| Industry Knowledge | Intimately familiar with the medical and nursing care industry, and is able to provide appropriate advices | | | |
| Marketing and Sales | Possesses knowledge and experience in sales and marketing | | | |
| Legal Compliance and Risk Management | Possesses knowledge and experience in legal compliance and risks, or is a licensed attorney | | | |
| Accounting and Finances | Possesses knowledge and experience in finance and accounting, experience working in a financial institution, or professional background as a certified public accountant or licensed tax accountant | | | |
| International Business | Possesses experience of management overseas or knowledge and experience in global management | | | |