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 9, 2026
(Date of Commencement of Measures for Electronic Provision of Information) March 3, 2026

To Our Shareholders

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

Notice of Convocation of the 32nd Annual General Meeting of Shareholders

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

We hereby notify you of the 32nd 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., Tuesday, March 24, 2026.

[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., Tuesday, March 24, 2026.

Note: Institutional investors may exercise their voting rights by electromagnetic means via the "Electronic Voting Platform" operated by ICJ, Inc. for this General Meeting of Shareholders.

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.

Details

1. Date and Time	10:00 a.m., Wednesday, March 25, 2026
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 32nd Business Year (from January 1, 2025 to December 31, 2025) 2. Report on the Non-consolidated Financial Statements for the 32nd Business Year (from January 1, 2025 to December 31, 2025)
Matters to Be Resolved	
Proposal No. 1:	Appropriation of Surplus
Proposal No. 2:	Election of Five Directors (excluding directors who also serve as Audit & Supervisory Committee members)
Proposal No. 3:	Election of Three Directors Who Also Serve as Audit & Supervisory Committee Members

◎ 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.

◎ 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	The “Business Briefing Session” will be held after the Annual 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 2025, future business expansion and other factors while making it a basic policy to maintain stable dividends.

Matters Concerning Year-end Dividends

① Type of Dividend Property

Cash

② Matters Concerning the Allotment of Dividend Property and the Total Amount Thereof

15 yen per share of ELAN common shares

Total amount of 908,984,955 yen

③ Date on which Dividends of Surplus Takes Effect

March 26, 2026

Proposal No. 2: 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 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	Director	100%	Candidate for reappointment as Director
4	Yukiko Matsumoto	Director	100%	Candidate for reappointment 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)	Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions	Number of ELAN Shares Held	Attendance of Board of Directors Meetings
1	Tomohiro Minezaki (Sep. 7, 1972)	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 Division Jan. 2018 Director and General Manager of Operations Department, ELAN Corporation Sep. 2018 Director, ELAN Service Corporation 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 Mar. 2021 Managing Director, General Manager of Service Administration Department, and Managing Executive Officer Mar. 2022 Representative Director, President, Executive Officer, COO, and General Manager of Service Administration Department Apr. 2022 Representative Director, President, Executive Officer & COO Mar. 2025 Representative Director, President, Executive Officer & CEO (current)	400,000	17/17 (100%)

(Reasons for Nomination as Candidate for Director)

Tomohiro Minezaki has consistently contributed to the development of our business through sales activities as a founding member of the nursing and medical care-related business since joining the company. He has contributed to improving business performance by gaining management experience across various organizations, including the Operations Division and the Service Administration Division, in addition to the Sales Division. Since March 2022, he has managed the company alongside the founder as President and Representative Director, and since March 2025, he has led the management independently, contributing to the growth of our business. We have nominated him as a candidate for Director, believing that he will continue to lead our management by leveraging his extensive experience and track record.

Candidate No.	Name (Date of Birth)	Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions		Number of ELAN Shares Held	Attendance of Board of Directors Meetings
2	Akira Ishizuka (Aug. 8, 1970)	Aug. 2005	Director, Medical Care Service Co., Inc.	1,873	17/17 (100%)
		Mar. 2010	Managing Director		
		Mar. 2016	Managing Director, Sanko Soflan Co., Ltd.		
		Oct. 2016	Executive Officer, REALWORLD, Inc. (now DIGITAL PLUS, Inc.)		
		Apr. 2017	Executive Officer and CFO		
		Dec. 2017	Director and CFO		
		Apr. 2019	Joined ELAN Corporation		
		July 2019	General Manager of General Affairs & Human Resources Department and General Manager of Human Resources Division		
		Jan. 2020	General Manager of Corporate Strategy Department and General Manager of Corporate Planning Division		
		Mar. 2020	Executive Officer		
		Dec. 2021	Outside Director, Classico Inc. (current)		
		Mar. 2022	Director, Executive Officer, CSO, and General Manager of Corporate Strategy Department, ELAN Corporation (current)		
		Jan. 2023	Representative Director, President, ELAN Couleur Corporation (current)		

(Reasons for Nomination as Candidate for Director)

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)	Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions		Number of ELAN Shares Held	Attendance of Board of Directors Meetings
3	Yoichi Kamijo (Mar. 30, 1973)	Apr. 1995	Joined Dai-Ichi Kangin Information Systems K.K. . (now Mizuho Research & Technologies K.K.)	1,783	14/14 (100%)
		Oct. 1999	Joined Tohmatsu Audit Corporation (now Tohmatsu Limited Liability Audit Corporation)		
		Apr. 2003	Registered as a certified public accountant		
		Oct. 2015	Joined ELAN Corporation		
		Nov. 2015	Manager of Business Affairs Division		
		Aug. 2016	Joined PwC Arata LLC (now PwC Japan LLC)		
		July 2019	Joined ABLE Corporation (now BEABLE Corporation)		
		Dec. 2019	Re-joined ELAN Corporation		
		Jan. 2020	Manager of Finance & Accounting Division (current)		
		Apr. 2021	Director, Ryukyu ELAN Corporation (current)		
		Jan. 2024	Executive Officer, Deputy General Manager of Corporate Administration Department, ELAN Corporation		
		May 2024	Executive Officer, CFO, General Manager of Corporate Administration Department		
		Mar. 2025	Director, Executive Officer, CFO, General Manager of Corporate Administration Department, ELAN Corporation (current)		
		Sep. 2025	Director, ELAN Couleur Corporation (current) Director, ELAN Logistics Corporation (current) Director, Green Laundry Joint Stock Company (current) Director, TMC Viet Nam Trading and Service Joint Stock Company (current)		

(Reasons for Nomination as Candidate for Director)

Yoichi 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 Corporate Administration Department 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.

<table>
<tr><th>Candidate No.</th><th>Name
(Date of Birth)</th><th colspan="2">Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions</th><th>Number of ELAN Shares Held</th><th>Attendance of Board of Directors Meetings</th></tr>
<tr><td>4</td><td>Yukiko Matsumoto
(Nov. 20, 1980)</td><td>Apr. 2004
Apr. 2007
Feb. 2011
Oct. 2016

June 2018
May 2021

May 2022
Aug. 2022

Mar. 2025</td><td>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)
Group Leader of Career Solution and Group Leader of Clinic Establishment & Succession Platform, M3, Inc. (current)
Executive Officer, M3, Inc. (current)
Group Leader of Promotion of Ecosystem, M3, Inc. (current)
Director, ELAN Corporation (current)</td><td>–</td><td>14/14
(100%)</td></tr>
<tr><td colspan="6">(Reasons for Nomination as Candidate for Director)
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.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name (Date of Birth)</th><th colspan="2">Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions</th><th>Number of ELAN Shares Held</th><th>Attendance of Board of Directors Meetings</th></tr>
<tr><td rowspan="2">5</td><td rowspan="2">Naomi Emori
(Feb. 21, 1959)</td><td>Apr. 1980
Apr. 1983

Apr. 1989

Apr. 1991
Apr. 2013

Apr. 2015

June 2019

Mar. 2020</td><td>Joined Japanese Red Cross Kyoto Daiichi Hospital
Joined Fukui Medical School Hospital
Seconded to Toyama Medical and Pharmaceutical University Hospital
Deputy Nursing Officer, Fukui Medical School Hospital
Chief Nursing Officer
Deputy Director of Nursing Department, University of Fukui Hospital
Director of Nursing Department and Deputy Hospital Director,
Regional Director, Japanese Nursing Association
President, Fukui Nursing Association
Outside Director, ELAN Corporation (current)</td><td rowspan="2">—</td><td rowspan="2">17/17
(100%)</td></tr>
<tr></tr>
<tr><td colspan="6">(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.</td></tr>
</table>

(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 six years upon the conclusion of this General Meeting of Shareholders.
5. ELAN has concluded contracts with Yukiko Matsumoto and Naomi Emori that limit 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 those contracts with candidates if the election is approved.
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. ELAN plans to file her as independent officer if the candidate is elected.

Proposal No. 3: Election of Three Directors Who Also Serve as Audit & Supervisory Committee Members

The terms of office of three directors, namely Hiroshi Eyama, Nobuyuki Takagi, and Naohide Aikawa, out of the five 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.

The election of (three) directors, including two new candidates, is proposed.

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	Yusuke Kano	Executive Officer	―	―	Candidate for new appointment as Director
2	Naohide Aikawa	Director	100%	100%	Candidate for reappointment as Outside Director Independent Director pursuant to the provisions of the stock exchange
3	Masaru Miura	―	―	―	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	Number of ELAN Shares Held	Attendance of Board of Directors Meetings	Attendance of Audit & Supervisory Committee Meetings
1	Yusuke Kano	Apr. 1996 Joined Ono Sokki Co., Ltd. July 2001 Joined Y.K. ISO Sep. 2003 Joined ELAN Corporation Nov. 2016 Manager of Corporate Planning Division, ELAN Corporation Apr. 2017 Manager of Service Administration Division, ELAN Corporation Jan. 2018 Manager of Business Development Division, ELAN Corporation Jan. 2020 Manager of Service Administration Division, ELAN Corporation Jan. 2021 Executive Officer, Deputy General Manager of Sales Department, ELAN Corporation Apr. 2022 Deputy General Manager of Business Development Department, ELAN Corporation July 2022 General Manager of Business Development Division, ELAN Corporation Director of Ryukyu ELAN Corporation July 2024 General Manager of Service Administration Department, ELAN Corporation Sep. 2025 Auditor of Green Laundry Joint Stock Company (current) Auditor of TMC Viet Nam Trading and Service Joint Stock Company Jan. 2026 Head of Internal Audit Office, ELAN Corporation (current)	33,024	–	–

(Reasons for Nomination as Candidate for Director)

Yusuke Kano has managed a wide range of organizations within the Company, including Sales, Service Administration, and Business Development. We have nominated him as a candidate for Director who also serve as Audit and Supervisory Committee Member, as we believe he can appropriately fulfill the duties of effectively overseeing our business execution by leveraging his extensive operational experience.

Candidate No.	Name (Date of Birth)	Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions		Number of ELAN Shares Held	Attendance of Board of Directors Meetings	Attendance of Audit & Supervisory Committee Meetings
2	Naohide Aikawa (Sep. 17, 1977)	Oct. 2004	Joined Miura Law Office	–	17/17 times (100%)	12/12 times (100%)
		Sep. 2007	Opened Aikawa Law Office Director, Aikawa Law Office (current)			
		Oct. 2007	Part-Time Lecturer, Faculty of Education, Shinshu University			
		Apr. 2011	Specially Appointed Associate Professor, School of Law, Shinshu University			
		Mar. 2014	Outside Auditor, ELAN Corporation			
		Mar. 2020	Outside Director (Audit & Supervisory Committee member), ELAN Corporation (current)			
		Apr. 2024	Vice President of the Nagano Bar Association			

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

Naohide Aikawa has contributed to the enhancement and strengthening of the Company’s audit system as an Outside Director (Audit and Supervisory Committee Member) by leveraging his extensive experience and expertise as an attorney. Although he has no previous experience in direct corporate management other than serving as an outside officer, we expect that he will continue to provide valuable advice based on his broad insight and experience as an attorney, and oversee the Company’s business execution from an objective and neutral standpoint; therefore, we have nominated him as a candidate for Outside Director serving as an Audit and Supervisory Committee Member.

Candidate No.	Name (Date of Birth)	Brief Biographical Outline, Positions and Assignments, and Status of Important Concurrent Holding of Positions		Number of ELAN Shares Held	Attendance of Board of Directors Meetings	Attendance of Audit & Supervisory Committee Meetings
3	Masaru Miura (Apr. 8, 1963)	Oct. 1986 Aug. 1991 Aug. 2007 Aug. 2010 July 2011 Mar. 2014 Feb. 2024 May 2024 June 2024 Sep. 2024 Jan. 2025 Apr. 2025 June 2025 July 2025 Nov. 2025 Dec. 2025	Joined Chuo Audit Corporation Registered as a Certified Public Accountant (CPA) Representative Partner, Ernst & Young ShinNihon (currently EY ShinNihon LLC) Senior Partner, EY ShinNihon LLC Director, Japan Academy of Business Administration (JABA) Representative Secretary, Listed Company Executive Governance Forum (current) Representative, M’sGA Partners Office (current) Outside Director, UOKIN Co., Ltd. (current) Outside Director, MetaMoJi Corporation (current) Outside Corporate Auditor, LIPPS Co., Ltd. (current) Senior Fellow, Japan Foundation for Accounting Education and Learning (JFAEL) (current) Member, Expert Committee for Monitoring the Japan National Stadium Operations Business, etc. (current) Vice President, Tokyo Chapter, The Japanese Institute of Certified Public Accountants (JICPA) (current) Director, The Japanese Institute of Certified Public Accountants (JICPA) (current) Outside Director, SERAKU Co., Ltd. (current) Outside Director, Business Coach Inc. (current)	—	—	—

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

Masaru Miura possesses extensive experience in organizational management through his long career as a Certified Public Accountant (CPA), his tenure as a Representative Partner at an audit corporation, and his leadership roles as an officer within professional associations in his industry. We have nominated him as a candidate for Outside Director serving as an Audit and Supervisory Committee Member, expecting that he will leverage his experience and knowledge as a CPA to provide valuable advice and oversee the Company’s business execution from an objective and neutral standpoint.

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

2. Naohide Aikawa and Masaru Miura are candidates for outside director.
3. Naohide Aikawa will have held the office of outside director for a period of six years upon the conclusion of this General Meeting of Shareholders.
4. ELAN has concluded a contract with Aikawa Naohide 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 amount of 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 contracts with the candidate if the election is approved. If Masaru Miura is approved as Director, ELAN plans to conclude the same contract with him.
5. 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.
6. ELAN has filed Naohide Aikawa as an independent director or officer pursuant to the provisions of the Tokyo Stock Exchange. ELAN plans to file Naohide Aikawa and Masaru Miura as independent officers pursuant to the provisions of the Tokyo Stock Exchange if the candidates are elected.

<Reference> Director Skill Matrix (if Proposal 2 and 3 are approved)

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

* 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