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: 9090
June 5, 2026

To our shareholders:

Masaru Wasami, President & CEO
AZ-COM MARUWA Holdings Inc.
7-1 Asahi, Yoshikawa-shi, Saitama

Notice of the 53rd Annual General Meeting of Shareholders

We are pleased to announce the 53rd Annual General Meeting of Shareholders of AZ-COM MARUWA Holdings Inc. (the "Company"), which will be held as indicated below.
In convening this General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and has posted the information on each of the following websites. To access and review this information on either of those websites, use the corresponding Internet address.

The Company's IR website (in English):
https://www.az-com-maruwa-hd.co.jp/en/
(From the above website, select "IR News.")

TSE website (Listed Company Search):
https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

(Access the TSE website by using the Internet address shown above, enter "AZ-COM MARUWA Holdings" in "Issue name (company name)" or the Company's securities code "9090" 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].")

If you are unable to attend the meeting in person, you may exercise your voting rights in writing (to be sent by postal mail to arrive by the deadline of 5:30 p.m. on Wednesday, June 24, 2026 (JST)) or on the Internet, etc. (by the aforementioned deadline).

1. Date and Time: Thursday, June 25, 2026 at 10:00 a.m. (JST)
* Reception desk is scheduled to open at 9:00 a.m.
2. Venue: 6F Conference Room, Head Office of the Company
7-1 Asahi, Yoshikawa-shi, Saitama

3. Purpose of the Meeting
Matters to be reported:
1. The Business Report and the Consolidated Financial Statements for the 53rd fiscal year (from April 1, 2025 to March 31, 2026), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
2. The Non-consolidated Financial Statements for the 53rd fiscal year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:
Proposal No. 1 Dividends of Surplus
Proposal No. 2 Election of 12 Directors

4. Matters Decided in Connection with This Convocation (Information on Exercising Voting Rights)

(1) If neither approval nor disapproval of a proposal is indicated on the voting form when exercising voting rights in writing (by postal mail), it shall be deemed a vote of approval for the proposal.

(2) If you exercise your voting rights more than once on the Internet, etc., the last exercise shall be deemed as valid.

(3) If you exercise your voting rights both on the Internet, etc. and in writing (by postal mail), the vote through the Internet, etc. shall be valid regardless of the date and time the vote arrives at the Company.

(4) Exercise of your voting rights via proxy is allowed by a single other shareholder with voting rights of the Company in attendance at the Meeting. However, please note that submission of a written certificate of proxy will be required.

- Shareholders attending on the day are asked to submit the voting form to reception at the venue.
- 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 the Internet, etc. on the aforementioned websites.
- For this general meeting of shareholders, the Company will send paper-based documents stating the items subject to measures for electronic provision to all shareholders, regardless of whether or not they have requested such documents. Among the items subject to measures for electronic provision, the following items are not provided in the sent paper-based documents in accordance with the provisions of laws and regulations and Article 14 of the Company's Articles of Incorporation.

  (i) "Basic Approach to Corporate Governance" and "Systems to Ensure Appropriate Operations and the Operation Status of the Systems" in Business Report.

  (ii) "Consolidated Statements of Changes in Equity" and "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements

  (iii) "Non-consolidated Statements of Changes in Equity" and "Notes to Non-consolidated Financial Statements" in the Non-consolidated Financial Statements

  Accordingly, Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements provided in said documents are part of the documents included in the scope of audits by the Financial Auditor and the Audit & Supervisory Board Members when they create their respective audit reports.

Requests to Shareholders

For shareholders who are considering attending, please assess how you are feeling on the day of the Meeting and take the condition of your health into consideration; please do not overexert yourself. You may exercise your voting rights in advance of the Meeting either on the Internet, etc. or with the voting form.

Reference Documents for General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Dividends of Surplus

The Company's basic policy is to pay stable and continuous dividends to shareholders by promoting upfront investment for sustainable growth, improving profitability and capital efficiency, and continuing to pay progressive dividends. Our target payout ratio (consolidated) is 40%.

In line with the aforementioned policy, the Company proposes to pay dividends of surplus as follows:

Year-end dividends

(1) Type of dividend property
    To be paid in cash.

(2) Allotment of dividend property to shareholders and their aggregate amount
    ¥16.00 per common share of the Company
    Total payment: ¥2,163,768,576

(3) Effective date of dividends of surplus
    June 26, 2026

Proposal No. 2 Election of 12 Directors

The terms of office of all 14 Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, we would like to propose the election of 12 Directors, with a decrease in the number of Directors by two, for the Company to reform the management structure and enable the Board of Directors to make strategic and agile decisions.

The candidates for Director are as follows:

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company's shares owned (shares)</th></tr>
<tr><td rowspan="2">1</td><td>Masaru Wasami
(May 23, 1945)</td><td>Aug. 1973
Sept. 1973

Feb. 1988

Aug. 1993

Nov. 1995

Aug. 1997

Apr. 2002

Oct. 2005

June 2009

Oct. 2016

May 2017

Apr. 2019

June 2019
Apr. 2022

June 2025</td><td>Established the Company
Representative Director and President of the Company
Representative Director and President of Japan Quick Service Co., Ltd.
Representative Director and President of Maruwa Tsuun Co., Ltd.
Representative Director and President of KANSAI MARUWA LOGISTICS Co., Ltd.
Representative Director and President of TOHOKU MARUWA LOGISTICS Co., Ltd.
Representative Director and President of CHUSHIKOKU MARUWA LOGISTICS Co., Ltd.
Representative Director and President of KYUSHU MARUWA LOGISTICS Co., Ltd.
Representative Director and President & CEO of the Company (current position)
Representative Director of AZCOM Network General Incorporated Association (current position)
Chairman of The Japan Third Party Logistics Association (current position)
Representative Director of Public Interest Incorporated Foundation Wasami Maruwa Foundation (current position)
Director of Maruwa Tsuun Co., Ltd.
Representative Director and President & CEO of MARUWA UNYU KIKAN Co., Ltd.
Representative Director and President of Maruwa Tsuun Co., Ltd. (current position)
Representative Director and Chairman & CEO of MARUWA UNYU KIKAN Co., Ltd. (current position)</td><td>24,704,680</td></tr>
<tr><td colspan="4">[Reasons for nomination as candidate for Director]
As the founder of the Company, Masaru Wasami has contributed to improving the corporate value of the Company group (the "Group") over a substantial period of time. Further, as the Chairman of the Board of Directors, he duly fulfills his role as a supervisor overseeing important decision-making of management and business execution, in addition to properly conducting meetings of the Board of Directors. The Company has nominated him as a candidate for Director in the expectation that he continues to exercise his strong leadership in implementing the corporate philosophy and the improvement of medium- to long-term corporate value.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company's shares owned (shares)</th></tr>
<tr><td rowspan="2">2</td><td>Teruaki Yamamoto
(November 24, 1948)</td><td>Apr. 1971
June 2002

June 2005

Mar. 2006

Mar. 2007

June 2008

Mar. 2011
June 2011

June 2012

June 2015
Oct. 2016

Dec. 2019

June 2020

Feb. 2021

Oct. 2022

Jan. 2023</td><td>Joined SBI Shinsei Bank, Limited (former The Long-Term Credit Bank of Japan, Limited)
Representative Statutory Executive Officer, Senior Managing Executive Officer, Head of Institutional Banking Group, and General Manager of IB Business Division
President & CEO of APLUS FINANCIAL Co., Ltd.
Director of SBI Shinsei Bank, Limited
Chairman of the Board of ZEN-NICHI SHINPAN Co., Ltd.
Vice Chairman of the Board of APLUS Co., Ltd.
Director of SBI Shinsei Bank, Limited
Representative Director and Chairman of the Board of SBI Shinsei Trust & Banking Co., Ltd. (former Shinsei Trust & Banking Co., Ltd.)
Advisor of the Company
Director and Managing Executive Officer and Chief General Manager of Administrative Division
Director and Executive Operating Officer and Chief General Manager of Administrative Division
Director and Executive Operating Officer
Deputy Director of AZ-COM Network (current position)
Director and Executive Operating Officer, Chief General Manager of 3PL Food Logistics Division, and Chief General Manager of 3PL Food Logistics Division of the Company
Director and Vice President and Executive Officer, Chief General Manager of 3PL Food Logistics Division, and General Manager of 3PL Food Logistics Division
Director and Vice President and Executive Officer, Chief General Manager of 3PL Food Logistics Division
Director and Vice President and Executive Officer (current position)
Director and Vice President and Executive Officer, Chief General Manager of 3PL Food Logistics Division of MARUWA UNYU KIKAN Co., Ltd.
Director and Vice President and Executive Officer of MARUWA UNYU KIKAN Co., Ltd. (current position)</td><td>132,620</td></tr>
<tr><td colspan="4">[Reasons for nomination as candidate for Director]
Teruaki Yamamoto has experience serving as an officer at major banks and corporations, and he possesses substantial experience and broad knowledge. In his many years acting as a Director of the Company, he has contributed to improving the corporate value of the Group. Based on his experience and track record, the Company has nominated him as a candidate for Director in the expectation that he can promote the further development of the Group.</td></tr>
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<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company's shares owned (shares)</th></tr>
<tr><td rowspan="2">3</td><td>Masanao Kuzuno
(September 29, 1962)</td><td>Apr. 1985
June 2010

June 2011

Apr. 2012

Apr. 2013

Apr. 2014

Apr. 2016

Apr. 2019
June 2019

June 2020

June 2021

Apr. 2022

Oct. 2022</td><td>Joined Saitama Resona Bank, Limited
Director and Executive Officer, General Manager and in charge of Corporate Administration Division
Director and Executive Officer, in charge of Corporate Administration Division and Compliance Division
Executive Officer, General Manager of Credit Risk Management Division, and vice in charge of Risk Management Division of Resona Holdings, Inc.
Executive Officer, vise in charge of Risk Management Division and Trust Services Administration Division of Resona Bank, Limited
Executive Officer, in charge of Pension Trust Division and Trust Services Administration Division
Executive Officer, in charge of Pension Trust Division and Trust Services Administration Division, and vise in charge of Trust Business Division
Senior Managing Director of Resona Card Co., Ltd.
Advisor of the Company
Director and Managing Executive Officer and Chief General Manager of Administrative Division
Director and Executive Operating Officer and Chief General Manager of Administrative Division
Director and Executive Operating Officer and Chief General Manager of Administrative Division and Chief General Manager of Recruitment Division
Director of MARUWA UNYU KIKAN Co., Ltd.
Director and Executive Operating Officer and General Manager of Corporate Management Group of the Company (current position)
Director and Executive Operating Officer of MARUWA UNYU KIKAN Co., Ltd. (current position)</td><td>10,300</td></tr>
<tr><td colspan="4">[Reasons for nomination as candidate for Director]
Serving as officer at major banks, Masanao Kuzuno has gained experience in areas including management administration, compliance and risk management, and possesses a substantial degree of experience and knowledge. Based on his experience and track record, the Company has nominated him as a candidate for Director in the expectation that he can promote the further development of the Group.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned (shares)
4	Tsutomu Fujita (June 21, 1952)	Apr. 1984	Joined Mizuho Securities Co., Ltd.	94,600
		May 2006	Managing Executive Officer	
		Apr. 2008	Director and Executive Operating Officer of Japan Investor Relations and Investor Support, Inc.	
		June 2012	Advisor of the Company Director Representative Director and President of AZ-COM Data Security Co., Ltd.	
		June 2014	Director of AZ-COM Data Security Co., Ltd. (current position)	
		July 2014	Director and Managing Executive Officer and General Manager of Corporate Strategy Office of the Company	
		June 2015	Director and Managing Executive Officer and Chief General Manager of Corporate Strategy Division	
		June 2016	Director and Managing Executive Officer, Chief General Manager of Corporate Strategy Division and Manager of Corporate Strategy Department	
		June 2021	Director and Executive Operating Officer and Chief General Manager of Corporate Strategy Division	
		Oct. 2022	Director and Executive Operating Officer and, General Manager of Corporate Planning Group	
		June 2023	Director and Executive Operating Officer and, General Manager of Corporate Strategy Group (current position)	
	[Reasons for nomination as candidate for Director] Tsutomu Fujita draws on his knowledge of securities accumulated at a major securities firm, and his substantial experience as a financial consultant, in overseeing the Corporate Strategy Department. Based on his experience and track record, the Company has nominated him as a candidate for Director in the expectation that he can promote the further development of the Group.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned (shares)
5	Katsunobu Motohashi (November 11, 1957)	Apr. 1980 Joined Mizuho Trust & Banking Co., Ltd. Apr. 2005 General Manager of General Secretariat Apr. 2009 Executive Officer and General Manager of Treasury Division Apr. 2010 Managing Executive Officer and General Manager of Investment Unit Apr. 2016 Senior Managing Executive Officer and Head of Asset Management Company of Mizuho Financial Group, Inc. June 2019 President & CEO of Mizuho Trust Operations Co., Ltd. Apr. 2020 President & CEO of Urban Research Institute Corporation June 2021 Outside Director and Audit and Supervisory Committee Member of Joban Kosan, Ltd. Outside Director of the Company June 2023 Director and Executive Operating Officer and, General Manager of Corporate Planning Group June 2025 Director and Executive Operating Officer and, General Manager of Corporate Strategy Group (current position)	2,900
	[Reasons for nomination as candidate for Director] Katsunobu Motohashi has experience serving as an officer at major corporations, and he possesses experience and insight in corporate management, financing, finance and accounting. Based on his experience and track record, the Company has nominated him as a candidate for Director in the expectation that he can promote the further development of the Group.		

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned (shares)
6	Kenji Hirano (November 4, 1968)	Apr. 1987	Joined the Company	33,020
		Mar. 2006	Manager of Operation Business Department	
		June 2010	Executive Officer, Chief General Manager of Operational Business Division and Manager of Operation Business Department	
		Apr. 2011	Executive Officer, Assistant to Deputy Chief General Manager of Business Administrative Division, Chief General Manager of Operational Business Division and Manager of Operation Business Department	
		Apr. 2012	Executive Officer, Deputy Chief General Manager of Corporate Planning Division and Manager of Management Administration Division	
		June 2012	Director of KYUSYU MARUWA LOGISTICS Co., Ltd. Audit & Supervisory Board Member of HOKKAIDO MARUWA LOGISTICS Co., Ltd.	
		June 2013	Representative Director and President of KYUSYU MARUWA LOGISTICS Co., Ltd.	
		June 2017	Representative Director and President of TOHOKU MARUWA LOGISTICS Co., Ltd.	
		June 2025	Director and Executive Operating Officer of the Company (current position) Representative Director and President of MARUWA UNYU KIKAN Co., Ltd. (current position) Director of TOHOKU MARUWA LOGISTICS Co., Ltd. (current position)	
	[Reasons for nomination as candidate for Director] Kenji Hirano has held various positions within the Group, including Executive Officer of transportation departments and the management administration departments, as well as President of subsidiaries, contributing to the development of the Group. He has also assumed the position of Representative Director and President of MARUWA UNYU KIKAN Co., Ltd. in 2025. Based on his experience and track record, the Company has nominated him as a candidate for Director in the expectation that he can promote the further development of the Group.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned (shares)
7	Akinori Iwasaki (July 3, 1974)	Apr. 1993	Joined the Company	29,700
		June 2015	Manager of Ordinary Temperature Logistics Department	
		June 2016	Director of Tohoku Maruwa Logistics Co., Ltd.	
		Aug. 2016	Executive Officer and Manager of Ordinary Temperature Logistics Department of the Company	
		June 2017	Executive Officer and Chief General Manager of EC Ordinary Temperature Logistics Division, and Manager of EC Ordinary Temperature Logistics Department Director of Japan Quick Service Co., Ltd.	
		July 2017	Executive Officer and Chief General Manager of EC Ordinary Temperature Logistics Management Division, and Manager of Ordinary Temperature Logistics Department of the Company	
		Apr. 2018	Executive Officer and Chief General Manager of EC Logistics Division	
		June 2018	Director and Executive Officer and Chief General Manager of EC Logistics Division	
		July 2018	Director and Executive Officer and Chief General Manager of EC Last One Mile Business Division, and Manager of EC Last One Mile MQA Development Department	
		Apr. 2020	Director and Executive Officer and Chief General Manager of EC Business Division	
		Apr. 2022	Director of MARUWA UNYU KIKAN Co., Ltd.	
		June 2022	Director and Managing Executive Officer and Chief General Manager of EC Business Division of the Company Director of PHYZ Holdings Inc. (current position)	
		Oct. 2022	Director and Managing Executive Officer and General Manager of Business Promotion Group of the Company (current position) Director and Managing Executive Officer of MARUWA UNYU KIKAN Co., Ltd.	
		June 2025	Director and Executive Operating Officer (current position)	
	[Reasons for nomination as candidate for Director] Since joining the Company in 1993, Akinori Iwasaki has been involved in transportation departments, 3PL Department, EC Department, and served as an officer of a subsidiary transportation firm, and he possesses a substantial work experience. Based on his experience and track record, the Company has nominated him as a candidate for Director in the expectation that he can promote the further development of the Group.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned (shares)
8	Tomoki Ogura (March 22, 1970)	Apr. 1988 Joined the Company July 2005 Chief of System Transportation Business Department June 2006 Director of Japan Quick Service Co., Ltd. June 2010 Director and Executive Officer and Chief General Manager of Operational System Business Division, and Chief of Operational System Business Department of the Company Apr. 2011 Director and Executive Officer and Assistant to Deputy Chief General Manager of Business Administrative Division, Chief General Manager of Operational System Business Division, and Manager of Operational System Business Department Apr. 2012 Director and Executive Officer and Chief General Manager of Ordinary Temperature Business Division, and Manager of Operational Business Department June 2012 Director of Japan Quick Service Co., Ltd. Apr. 2013 Director and Executive Officer and Chief General Manager of Ordinary Temperature Logistics Management Division, and Manager of Operational System Management Department of the Company June 2013 Director of CHUSHIKOKU MARUWA LOGISTICS Co., Ltd. June 2015 Director and Executive Officer and Chief General Manager of 3PL Logistics Division of the Company June 2019 Director and Executive Officer and Chief General Manager of 3PL Logistics Division, and Manager of BCP Logistics Support Planning Department Apr. 2022 Director of MARUWA UNYU KIKAN Co., Ltd. June 2022 Director of KYUSYU MARUWA LOGISTICS Co., Ltd. Oct. 2022 Director and Executive Officer and General Manager of Business Promotion Group of the Company Director and Executive Officer of MARUWA UNYU KIKAN Co., Ltd. Dec. 2022 Director of TOKAI MARUWA LOGISTICS Co., Ltd. June 2023 Director and Managing Executive Officer and General Manager of Business Promotion Group of the Company Director and Managing Executive Officer of MARUWA UNYU KIKAN Co., Ltd. (current position) Apr. 2024 Director and Managing Executive Officer and General Manager of BCP Business Promotion Group of the Company (current position)	102,888

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned (shares)
	[Reasons for nomination as candidate for Director] Since joining the Company in 1988, Tomoki Ogura has been involved in transportation departments and 3PL Department, and served as an officer of a subsidiary transportation firm, and he possesses a substantial work experience. Based on his experience and track record, the Company has nominated him as a candidate for Director in the expectation that he can promote the further development of the Group.		
9	Itsushi Tachi (March 13, 1959)	Apr. 1981 Joined Economic Planning Agency Apr. 1991 First Secretary of Embassy of Japan in Thailand Aug. 1995 Head of Price Structure Policy Office, Price Policy Bureau, Economic Planning Agency Mar. 2003 Counsellor, Office of Public Relations, Cabinet Office Mar. 2005 Cabinet Secretariat and Counsellor, Office for the Promotion of Special Zones for Structural Reform and Regional Revitalization, Cabinet Office July 2010 Secretary General of Supervisory Commission for Public-Private and Private-Private Competitive Tendering Councilor for Policy Planning (Economic Social systems), Cabinet Office Executive Research Fellow, Economic and Social Research Institute July 2014 Deputy Director-General of Land Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism July 2016 Director-General for Policy Planning, Ministry of Land, Infrastructure, Transport and Tourism and Councilor, Cabinet Secretariat Mar. 2018 Director of Ohowa Planning, Co., Ltd. Apr. 2020 Director of Association for promotion of remote islands and regional revitalization (current position) June 2021 Outside Director of the Company (current position) May 2025 Representative Director of Ohowa Planning, Co., Ltd. (current position)	–
	[Reasons for nomination as candidate for outside Director and expected roles] Itsushi Tachi served in important positions such as Councilor for Cabinet Secretariat and Director-General for Policy Planning of Ministry of Land, Infrastructure, Transport and Tourism, and possesses substantial insight into economics, finance, etc. The Company has nominated him as a candidate for outside Director in the expectation that his insight can be utilized in medium- to long-term growth strategy.		

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company’s shares owned (shares)</th></tr>
<tr><td rowspan="2">10</td><td>Miwako Funamoto
(July 30, 1979)</td><td>Feb. 2014

Apr. 2015

June 2019

Jan. 2020
Feb. 2022

Apr. 2022

Mar. 2023

June 2023

Mar. 2024

Sept. 2025</td><td>Registered as an attorney at law with Tokyo Bar Association
Joined Risolute Law Office
Member of Special Committee on Tax Matters, Tokyo Bar Association (current position)
Outside Director of ASANUMA CORPORATION
Joined Toranomon Daiichi Law Office
Partner of Toranomon Daiichi Law Office (current position)
Standing Member of the Tokyo Bar Association
Delegate of Japan Federation of Bar Associations
Outside Auditor of CARSEVEN DIGIFIELD CO., LTD.
Outside Director of the Company (current position)
Outside Auditor of Trend Micro Incorporated (current position)
Outside Audit & Supervisory Board Member of DAI-ICHI CUTTER KOGYO K.K. (current position)</td><td>–</td></tr>
<tr><td colspan="4">[Reasons for nomination as candidate for outside Director and expected roles]
Miwako Funamoto possesses expertise as an attorney and substantial experience in corporate legal affairs, etc. The Company has nominated her as a candidate for outside Director in the expectation that she will use her knowledge and can fulfill a supervisory role and provide advice on the execution of duties by Directors in order to enhance the corporate value. Although Miwako Funamoto has never been involved in the management of a company in any way other than being an outside officer, for the reasons stated above, we believe that she will be able to appropriately perform her duties as an outside Director.</td></tr>
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Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned (shares)
11	Masahito Kamijo (July 12, 1954)	Apr. 1977	Joined Resona Bank, Limited	–
		June 2003	Executive Officer in charge of Risk Management Department, and General Manager of HR of Saitama Resona Bank, Limited	
		Apr. 2004	Executive Officer and General Manager of East Saitama Regional Sales Division	
		June 2005	Senior Executive Officer and General Manager of Saitama East Area Sales Division	
		June 2006	Representative Director and Senior Managing Executive Officer in charge of Sales Support Division, and Funds and Securities Department	
		June 2007	Senior Managing Executive Officer in charge of Solution Support Department, Public Corporation Department, Tokai Sales Division, Osaka Public Institutions Department and Tokyo Public Institutions Department of Resona Bank, Limited	
		June 2008	Director and Senior Managing Executive Officer in charge of Corporate Business Department, Corporate Solutions Sales Department and Public Institution Department	
		June 2009	President and Representative Director of Saitama Resona Bank, Limited Executive Officer of Resona Holdings, Inc.	
		Apr. 2014	Chairman of the Board of Directors of Saitama Resona Bank, Limited	
		Apr. 2015	Chairman of Advisory Council of Resona Research Institute Co., Ltd.	
		May 2015	Chairman of Saitama Employers' Association	
		June 2015	Chairman of The Resona Foundation for Small and Medium Enterprise Promotion Outside Director of Hakuto Co., Ltd.	
		Sept. 2015	Chairman of Kanto Regional Council on National Property	
		June 2016	Outside Director of Clarion Co., Ltd.	
		June 2018	Outside Director of Zenkoku Hosho Co., Ltd. (current position)	
		Apr. 2019	Director of Wasami Maruwa Foundation	
		Apr. 2021	Outside Auditor of MiraBiologics Inc. (current position)	
		June 2024	Outside Director of the Company (current position)	
	[Reasons for nomination as candidate for outside Director and expected roles] Masahito Kamijo has worked in the banking industry for many years where he served in positions of Representative Director and Chairman. In recent years he has served in such positions as outside director and the chairperson of a nomination and remuneration committee at listed companies, and he possesses extensive experience and broad insight of corporate management, corporate governance and succession plans. Therefore, the Company has nominated him as a candidate for outside Director in the expectation that he can fulfill a supervisory role and provide advice on the execution of duties by Directors from the perspective of sustainable corporate growth.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned (shares)
12	Hiroko Goto (July 13, 1980)	Dec. 2004 Joined Deloitte Touche Tohmatsu LLC July 2008 Registered as Certified Public Accountant Mar. 2014 Revoked the registration of Certified Public Accountant to move to the United States Nov. 2017 Employed at KPMG LLP Apr. 2021 Re-registered as Certified Public Accountant Opened Goto Certified Public Accountant Office and assumed the position of Representative (current position) June 2025 Outside Director of the Company (current position)	–
	[Reasons for nomination as candidate for outside Director and expected roles] Hiroko Goto possesses specialized knowledge and extensive experience as a certified public accountant. Additionally, she has experience working overseas and conducting internal audits for startup companies. Therefore, the Company has nominated her as a candidate for outside Director in the expectation that she can fulfill a supervisory role and provide advice on the execution of duties by Directors. Although she has never been involved in corporate management, the Company has judged that she can perform her duties as outside Director appropriately for the abovementioned reasons.		

Notes:
1. There is no special interest between any of the candidates and the Company.
2. Itsushi Tachi, Miwako Funamoto, Masahito Kamijo, and Hiroko Goto are candidates for outside Director.
3. At the conclusion of this meeting, Itsushi Tachi's tenure as outside Director of the Company will have been five years.
4. At the conclusion of this meeting, Miwako Funamoto's tenure as outside Director of the Company will have been three years.
5. At the conclusion of this meeting, Masahito Kamijo's tenure as outside Director of the Company will have been two years.
6. At the conclusion of this meeting, Hiroko Goto's tenure as outside Director of the Company will have been one year.
7. Itsushi Tachi, Miwako Funamoto, Masahito Kamijo, and Hiroko Goto satisfy the requirements for an independent officer as provided for by Tokyo Stock Exchange, Inc., and the Company has submitted notification to the aforementioned exchange that they have been designated as independent officers.
8. The requirements for outside officers established by the Company stipulate that candidates must not be in a position where a conflict of interest may arise with general shareholders, be able to contribute to meetings of the Board of Directors, etc. in a frank and proactive manner, and be able to contribute to the sustained growth of the Company and the improvement of its corporate value over the medium to long term.
9. Pursuant to Article 427, paragraph 1 of the Companies Act, the Company has entered into agreements with Itsushi Tachi, Miwako Funamoto, Masahito Kamijo, and Hiroko Goto to limit their liability for damages under Article 423, paragraph 1 of the same act. The maximum amount of liability for damages under this agreement is the amount provided for under laws and regulations. If their election is approved, the Company plans to renew the aforementioned agreements.
10. The status of significant concurrent positions of candidates for Director who are currently serving as Director or Executive Officer of the Company is listed in "4. Matters Concerning Company Officers; (1) Status of Directors and Audit & Supervisory Board Members" in Business Report (In Japanese only).
11. The Company plans to enter into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph 1 of the Companies Act with an insurance company. The policy will cover losses incurred in cases where an insured receives a claim for damages from shareholders or a third party during the term of the policy arising due to actions or misconduct carried out during the performance of duties as an officer of the Company. The insureds in this policy are Directors, Audit & Supervisory Board Members and Executive Officers of the Company and its subsidiaries, and the full amount of the insurance premiums for all insureds are borne by the Company. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.

(Reference) Candidate Skills Matrix

Name	Gender	Position	Specialties and Experience							
			Corporate manage-ment	Personnel develop-ment	Sales and marketing	IT and digital technolo-gies	Legal affairs and risk manage-ment	Sustain-ability	Financial affairs and account-ing	Global business
Masaru Wasami	Male	CEO	●	●	●					●
Teruaki Yamamoto	Male	Director	●		●	●				
Masanao Kuzuno	Male	Director	●				●		●	
Tsutomu Fujita	Male	Director	●					●		●
Katsunobu Motohashi	Male	Director	●					●		●
Kenji Hirano	Male	Director	●		●			●		
Akinori Iwasaki	Male	Director	●	●	●					
Tomoki Ogura	Male	Director	●	●	●					
Itsushi Tachi	Male	Director (Outside)				●		●		●
Miwako Funamoto	Female	Director (Outside)					●	●		
Masahito Kamijo	Male	Director (Outside)	●						●	
Hiroko Goto	Female	Director (Outside)					●		●	

Notes: 1. In line with the experience of each director, the above skills matrix shows the fields in which they have specialist knowledge, but does not show all the expertise they possess.

2. The positions shown in the table are those if Proposal No. 2 is approved in its original form.