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: 9081)

June 5, 2024

(Commencement of electronic provision) May 29, 2024

To Our Shareholders:

Masayuki Imai, Representative Director and President **Kanagawa Chuo Kotsu Co., Ltd.** 6-18 Yaezaki-cho, Hiratsuka City, Kanagawa Prefecture

Notice of the 150th Annual General Meeting of Shareholders

It is a pleasure to inform you that the 150th Annual General Meeting of Shareholders of Kanagawa Chuo Kotsu Co., Ltd. (the "Company") will be held as below.

When convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters subject to Measures, etc. for Providing Information in Electronic Format) in electronic format, and posts this information on the websites below. Please access one of the websites to review the information.

The Company's website:

https://www.kanachu-ir.jp/ir/ (in Japanese)

(From the above website, select "Stock Information" menu at the bottom of the page. Then, select "General Meeting of Shareholders.")

Materials for the General Meeting of Shareholders website:

https://d.sokai.jp/9081/teiji/ (in Japanese)

Tokyo Stock Exchange 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 "Kanagawa Chuo Kotsu" in "Issue name (company name)" or the Company's securities code "9081" 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, please exercise your voting rights in writing or via the internet in advance. You are kindly requested to review the "Reference Documents for the General Meeting of Shareholders" as below and exercise your voting rights by no later than Wednesday, June 26, 2024 at 5 p.m.

1. Date and Time: Thursday, June 27, 2024 at 10:00 a.m. (JST)

2. Venue: Yuri-no-ma, 2nd Floor, Grand Hotel Kanachu Hiratsuka 6-18 Yaezaki-cho, Hiratsuka City, Kanagawa Prefecture

3. Purpose of the Meeting

Items to be reported:

- 1. Report on the Business Report, Consolidated Financial Statements, and Audit Reports of Consolidated Financial Statements by the Accounting Auditor and Audit and Supervisory Committee for the 150th term (from April 1, 2023 to March 31, 2024)
- 2. Report on the Non-consolidated Financial Statements for the 150th term (from April 1, 2023 to March 31, 2024)

Items to be resolved:

Proposal No. 1 Appropriation of Surplus

Proposal No. 2 Election of Six Directors (Excluding Directors Who Are Audit and Supervisory

Committee Members)

Proposal No. 3 Election of Three Directors Who Are Audit and Supervisory Committee Members
Proposal No. 4 Election of One Director Who Is a Substitute Audit and Supervisory Committee Member

- If you are attending the meeting in person on the day, please submit the Voting Rights Exercise Form that was sent with this Notice at the reception desk.
- If revisions to the matters subject to Measures, etc. for Providing Information in Electronic Format are required, the Company will post a notice of the revisions and the details of the matters before and after the revisions on its website, the Materials for the General Meeting of Shareholders website, and the Tokyo Stock Exchange website.
- We will deliver paper-based documents that include matters subject to Measures, etc. for Providing Information in Electronic Format to shareholders who requested the delivery of such documents. However, pursuant to laws and regulations, as well as Article 16, Paragraph (2) of the Articles of Incorporation of the Company, the following matters will be excluded.
 - (i) "System to Ensure Appropriateness of Operations and Operational Status of This System" in the 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, the Business Report, the Consolidated Financial Statements, and the Non-consolidated Financial Statements referred to in these documents are some of the documents covered by audits when the Accounting Auditor prepares the Accounting Audit Report or the Audit and Supervisory Committee prepares the Audit Report.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Appropriation of Surplus

The Company's basic policy is to pay dividends by comprehensively taking into account indicators such as consolidated dividend payout ratio and ratio of dividends to net assets. At the same time, it strives to secure the internal reserves necessary for strengthening the management base in preparation for future business investment and changes in the management environment.

In accordance with the basic policy, the Company proposes to pay a year-end dividend for the 150th term as follows:

- (i) Type of dividend property Cash
- (iii) Effective date of dividend of surplus June 28, 2024

Proposal No. 2 Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The terms of office of all five Directors will expire at the conclusion of this meeting (excluding Directors who are Audit and Supervisory Committee Members; the same applies to the rest of this proposal). In order to further strengthen corporate governance, the Company proposes to increase the number of Directors by one and to elect six Directors.

The candidates for Director have been determined by the Board of Directors after deliberations at the Nomination and Remuneration Committee, the majority of whose members are independent Outside Directors.

This proposal was examined by the Audit and Supervisory Committee, but there were no matters of note expressed. The candidates for Director are as follows:

Candidate No.	Name	Current position and responsibilities in the Comp	any
1	Yasunori Hori	Director and Chairman (Representative Director)	Re-election
2	Masayuki Imai	Director and President Executive Officer and President (Representative Director)	Re-election
3	Yoshiyuki Oki	Director Senior Managing Executive Officer In charge of Real Estate Department	Re-election
4	Koji Hoshino	Director	Re-election Outside
5	Masahiro Yuki	Director	Re-election Outside Independent officer
6	Toshiya Morishige	_	New election Outside Independent officer

Candidate No.	Name (Date of birth)	Career su	Career summary, and position and responsibilities in the Company				
		Apr. 1979	Joined the Company	owned			
		June 2001	Director and Head of Human Resources				
	Yasunori Hori		Department (delegated)				
	(September 24, 1956)	June 2002	Head of Transportation Department (delegated)				
	(September 24, 1750)	June 2003	Managing Director and Head of Transportation				
	Re-election		Department (delegated)				
	Ke-election	June 2011	Senior Managing Director	10,500			
	Attendance at Board of	June 2016	Representative Director and President				
	Directors meetings	Apr. 2019	Executive Officer				
	13/13	June 2019	Executive Officer and President				
	13,13	Apr. 2023	Representative Director and Chairman (to				
1			present)				
		Apr. 2023	Executive Officer and Chairman				
	■Relationship of special interest	with the Comp	any				
	There is no special interest between	een the candida	te and the Company.				
	■Reasons for nomination as can	didate for Direc	tor				
	Since joining the Company, Mr.	Hori has not on	ly accumulated experience and track records primar	ily in the Human			
	Resources and Transportation departments to gain a high level of knowledge of the Passenger Automobile Busi also been in charge of departments including Accounting and Real Estate to appropriately perform duties and fi						
	responsibilities as Director. He c	urrently serves	as Representative Director and Chairman of the Con	npany and has			
	excellent capabilities as a compa	ny executive.					
	Based on the above, we believe	he will continue	e to contribute to the management of the Company ar	nd, accordingly,			

request his election as Director.

Candidate No.	Name (Date of birth)	Career su	ammary, and position and responsibilities in the Company	Number of the Company's shares owned				
		Apr. 1992	Joined the Company					
		June 2017	Director and Head of Corporate Planning					
	Masayuki Imai		Department (delegated)					
	(August 7, 1968)	June 2018	Head of Corporate Strategy Department (delegated)					
	Re-election	Apr. 2019	Executive Officer	3,600				
	A 1 1	Apr. 2020	Managing Executive Officer	,				
	Attendance at Board of	Apr. 2022	Senior Managing Executive Officer					
	Directors meetings	Apr. 2023	Representative Director and President (to					
	12/13		present)					
2		Apr. 2023	Executive Officer and President (to present)					
	■Relationship of special interest							
	There is no special interest betw							
	■Reasons for nomination as candidate for Director							
	Since joining the Company, Mr. Imai has not only accumulated experience and track records primarily in the							
	Accounting and Corporate Planning departments to gain extensive knowledge on the management policies and business							
	strategies of the Company and the	ne Group, but al	so been in charge of the Transportation Department	to appropriately				
	strategies of the Company and the perform duties and fulfill response	ne Group, but al sibilities as Dir	so been in charge of the Transportation Department ector. He currently serves as Representative Director	to appropriately				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent	ne Group, but al asibilities as Dir capabilities as a	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive.	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe	ne Group, but al asibilities as Dir capabilities as a	so been in charge of the Transportation Department ector. He currently serves as Representative Director	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent	ne Group, but al asibilities as Dir capabilities as a he will continue	so been in charge of the Transportation Department sector. He currently serves as Representative Director company executive. eto contribute to the management of the Company and	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe	ne Group, but al asibilities as Dir capabilities as a	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. eto contribute to the management of the Company and Joined the Company	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe	ne Group, but all assibilities as Dir capabilities as a he will continue Apr. 1984	so been in charge of the Transportation Department sector. He currently serves as Representative Director company executive. eto contribute to the management of the Company and	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe	ne Group, but all assibilities as Dir capabilities as a he will continue Apr. 1984	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. e to contribute to the management of the Company and Joined the Company Director and Head of Business Planning	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent a Based on the above, we believe request his election as Director.	ne Group, but all sibilities as Dir capabilities as a he will continue Apr. 1984 June 2008	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. eto contribute to the management of the Company and Joined the Company Director and Head of Business Planning Department (delegated)	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe	ne Group, but all sibilities as Dir capabilities as a he will continue Apr. 1984 June 2008 June 2009	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. eto contribute to the management of the Company and Joined the Company Director and Head of Business Planning Department (delegated) Head of Business Department (delegated)	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsite Company and has excellent a Based on the above, we believe request his election as Director. Yoshiyuki Oki	ne Group, but all sibilities as Dir capabilities as a he will continue Apr. 1984 June 2008 June 2009	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. eto contribute to the management of the Company and Joined the Company Director and Head of Business Planning Department (delegated) Head of Business Department (delegated) Head of Corporate Planning Department	to appropriately and President of				
	strategies of the Company and the perform duties and fulfill responsite Company and has excellent a Based on the above, we believe request his election as Director. Yoshiyuki Oki	Apr. 1984 June 2009 May 2010	Joined the Company Director and Head of Business Planning Department (delegated) Head of Corporate Planning Department (delegated) Head of Corporate Planning Department (delegated)	to appropriately and President of accordingly,				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe request his election as Director. Yoshiyuki Oki (April 27, 1961)	Apr. 1984 June 2009 May 2010 June 2013	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. e to contribute to the management of the Company and Joined the Company Director and Head of Business Planning Department (delegated) Head of Business Department (delegated) Head of Corporate Planning Department (delegated) Managing Director	to appropriately and President of accordingly,				
	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe request his election as Director. Yoshiyuki Oki (April 27, 1961) Re-election Attendance at Board of	Apr. 1984 June 2009 May 2010 June 2013 Apr. 2019	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. eto contribute to the management of the Company and Joined the Company Director and Head of Business Planning Department (delegated) Head of Business Department (delegated) Head of Corporate Planning Department (delegated) Managing Director Executive Officer	to appropriately and President of accordingly,				
	strategies of the Company and the perform duties and fulfill responsite Company and has excellent to Based on the above, we believe request his election as Director. Yoshiyuki Oki (April 27, 1961) Re-election Attendance at Board of Directors meetings	Apr. 1984 June 2009 May 2010 June 2013 Apr. 2019 June 2019	so been in charge of the Transportation Department ector. He currently serves as Representative Director company executive. to contribute to the management of the Company and Joined the Company Director and Head of Business Planning Department (delegated) Head of Business Department (delegated) Head of Corporate Planning Department (delegated) Managing Director Executive Officer Director (to present)	to appropriately and President of				
3	strategies of the Company and the perform duties and fulfill responsible Company and has excellent to Based on the above, we believe request his election as Director. Yoshiyuki Oki (April 27, 1961) Re-election Attendance at Board of	Apr. 1984 June 2009 May 2010 June 2013 Apr. 2019 June 2019 June 2019	Joined the Company Director and Head of Business Planning Department (delegated) Head of Business Department (delegated) Head of Corporate Planning Department (delegated) Managing Director Executive Officer Director (to present) Managing Executive Officer	to appropriately and President of accordingly,				

■Relationship of special interest with the Company

There is no special interest between the candidate and the Company.

■ Responsibilities

In charge of Real Estate Department

■Reasons for nomination as candidate for Director

Since joining the Company, Mr. Oki has not only accumulated experience and track records primarily in the accounting division to gain extensive knowledge, but also been in charge of departments including Corporate Planning, Human Resources, and Real Estate to appropriately perform duties and fulfill responsibilities as Director. Also, having served as Representative Director and President of the group company, he has excellent capabilities as a company executive. Based on the above, we believe he will continue to contribute to the management of the Company and, accordingly, request his election as Director.

Candidate No.	Name (Date of birth)	Career su	Career summary, and position and responsibilities in the Company					
		Apr. 1978	Joined Odakyu Electric Railway Co., Ltd.					
		June 2003	Executive Officer					
		June 2008	Director					
		June 2010	President & CEO (Representative Director) of					
	Koji Hoshino		Odakyu Bus Co., Ltd.					
	(April 26, 1955)	June 2013	Managing Director of Odakyu Electric Railway					
	5 1		Co., Ltd.					
	Re-election Outside	June 2013	Executive Officer					
		June 2015	Executive Director	_				
	Attendance at Board of Directors meetings 12/13	Apr. 2017	President & CEO (Representative Director)					
		June 2017	Director of the Company (to present)					
		Apr. 2024	Chairman and Representative Director of					
			Odakyu Electric Railway Co., Ltd. (to present)					
4		■Significant	concurrent positions outside the Company					
·		Chairman an	Chairman and Representative Director of Odakyu Electric					
		Railway Co., Ltd.						
	■Relationship of special interes	t with the Comp	any					
	The candidate serves as Chairm	an and Represer	ntative Director of Odakyu Electric Railway Co., Ltd	l. ("Odakyu Electric				
			ases, etc. with Odakyu Electric Railway which engag	ges in businesses of				
	the same business category in the							
	■Reasons for nomination as candidate for Outside Director and outline of the expected roles							
			ieves running its businesses in cooperation with Oda	•				
	1	••	vays. The Company requests his election as Outside					
			yledge as the company executive of Odakyu Electric	•				
		•	function of its Board of Directors. The Company judg	•				
	to appropriately fulfill such roles. If he is elected, the Company expects him to continue to assume a supervisory							

function in the process of selecting candidates for its officers and making decisions on officer remuneration as a

Joined The Yokohama Rubber Co., Ltd.

Director of the Company (to present)

200

Executive Officer (to present)

Director (to present)

■Significant concurrent positions outside the Company

Member of the Board of The Yokohama Rubber Co., Ltd.

■Relationship of special interest with the Company

member of the Nomination and Remuneration Committee.

Masahiro Yuki (October 11, 1968)

Re-election

Outside

Independent officer

Attendance at Board of Directors meetings 9/10

5

Apr. 1991

Mar. 2019

Mar. 2023

June 2023

The candidate serves as a member of the Board of The Yokohama Rubber Co., Ltd. Although the Company engages in transactions with The Yokohama Rubber Co., Ltd. for staff transportation, proceeds are minimal and account for less than 1% of our annual consolidated net sales.

■Reasons for nomination as candidate for Outside Director and outline of the expected roles

The Company requests his election as Outside Director in order to capitalize on his extensive experience and knowledge as the company executive of The Yokohama Rubber Co., Ltd. in the management of the Company and improve the function of its Board of Directors for the oversight of the business execution of the Company from an independent and fair perspective and improved governance. The Company judges he will be able to appropriately fulfill such roles. If he is elected, the Company expects him to continue to assume a supervisory function in the process of selecting candidates for its officers and making decisions on officer remuneration as a member of the Nomination and Remuneration Committee.

Candidate No.	Name (Date of birth)	Career summary, and position and responsibilities in the Company		Number of the Company's shares owned		
		Apr. 1980 Aug. 2010 Aug. 2013	Joined Ministry of Transport (current Ministry of Land, Infrastructure, Transport and Tourism) Head of Chubu District Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism Head of Maritime Bureau, Ministry of Land, Infrastructure, Transport and Tourism	Owned		
	Toshiya Morishige (June 15, 1955)	July 2015	Vice-Minister for Land, Infrastructure, Transport and Tourism, Ministry of Land, Infrastructure, Transport and Tourism			
	New election Outside	Nov. 2016	Advisor, Mitsui Sumitomo Insurance Company, Limited	_		
6	Independent officer	Mar. 2017	General Manager for Promoting Development of Specified Complex Tourist Facilities Areas and Secretariat for Promoting Development of Specified Complex Tourist Facilities Areas, Cabinet Secretariat			
		Aug. 2019	Special Adviser, Nippon Life Insurance Company			
		July 2020	Director General of The Japanese Shipowners' Association (to present)			
	■Relationship of special interest with the Company There is no special interest between the candidate and the Company. ■Reasons for nomination as candidate for Outside Director and outline of the expected roles Mr. Morishige has never been involved in the management of a company in the past. However, the Company requests his election as Outside Director in order to capitalize in the management of the Company on his extensive experience					

Notes:

1. Koji Hoshino, Masahiro Yuki, and Toshiya Morishige are candidates for Outside Director.

Nomination and Remuneration Committee.

2. The Company has submitted notification to the Tokyo Stock Exchange that Masahiro Yuki and Toshiya Morishige have been designated as independent officers as provided for by the aforementioned exchange.

and broad range of knowledge gained through guidance and oversight in public administration within the transport-related sector and to improve the function of its Board of Directors for the oversight of the business execution of the Company from an independent and fair perspective and improved governance. The Company judges he will be able to appropriately fulfill such roles. If he is elected, the Company expects him to assume a supervisory function in the process of selecting candidates for its officers and making decisions on officer remuneration as a member of the

- Koji Hoshino and Masahiro Yuki currently serve as Outside Directors of the Company. The tenure of Koji Hoshino as an
 Outside Director will be seven years at the conclusion of this meeting while that of Masahiro Yuki will be one year at the
 conclusion of this meeting.
- 4. The Company has entered into a Directors and officers liability insurance contract with an insurance company in accordance with Article 430-3, Paragraph (1) of the Companies Act, to cover damages and litigation expenses that may occur to an insured person, including the Company's Director, due to the insured person being held liable for the execution (including non-execution) of his/her duties and that are available by law. If the respective candidate is elected and takes office as Director, he/she will be insured under the said contract. The said contract is planned to be renewed in June 2024.

Proposal No. 3 Election of Three Directors Who Are Audit and Supervisory Committee Members

The term of office of all three Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this meeting. Therefore, the Company proposes the election of three Directors who are Audit and Supervisory Committee Members.

This proposal has been agreed by the Audit and Supervisory Committee. The candidate for Director who is an Audit and Supervisory Committee Member has been determined by the Board of Directors after deliberations at the Nomination and Remuneration Committee, the majority of whose members are independent Outside Directors.

Candidates for the role of Director who is an Audit and Supervisory Committee Member are as follows:

Candidate No.	Name	Current position and responsibilities in the Company				
1	Toshio Sumiyoshi	Assistant to General Affairs Department	New election			
2	Shigeyuki Amimoto	_	New election Outside Independent officer			
3	Harumi Katagiri	_	New election Outside Independent officer			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibilities in the Company		Number of the Company's shares owned		
1	Toshio Sumiyoshi (December 20, 1962) New election	Apr. 1985 June 2015 June 2016 Apr. 2018 Apr. 2019 Apr. 2020 June 2021 Apr. 2022 Apr. 2024	Joined the Company Head of Accounting Department of the Company Director and Head of Accounting Department (delegated) Head of Human Resources Department (delegated) Representative Director and President of Kanagawa Chuo Kotsu East Co., Ltd. Representative Director and President of KANACHUSHOJI Co., Ltd. Full-time Audit & Supervisory Board Member of the Company Managing Executive Officer Assistant to General Affairs Department (to present)	3,000		
	■Relationship of special interest with the Company There is no special interest between the candidate and the Company. ■Reasons for nomination as candidate for Director who is an Audit and Supervisory Committee Member Since joining the Company, Mr. Sumiyoshi has served as Head of the Accounting Department, etc. and has accumulated experience in finance and accounting. From having served as Representative Director of the group companies and a Managing Executive Officer of the Company, he has also accumulated extensive knowledge related to corporate governance. Based on the above, we believe he will contribute to the management of the Company and, accordingly, request his election as Director who is an Audit and Supervisory Committee Member.					

Candidate No.	Name (Date of birth)	Career su	Career summary, and position and responsibilities in the Company	
		Mar. 1985	Registered as certified public accountant	
	CI. I.A.	May 1986	Joined Century Audit Corporation (current Ernst & Young ShinNihon LLC)	
	Shigeyuki Amimoto (March 28, 1957)	May 2003	Representative Partner of Shin Nihon & Co. (current Ernst & Young ShinNihon LLC)	
	New election Outside	July 2017	Opened Shigeyuki Amimoto Certified Public	_
	Independent officer	_	Accountants Office (to present) concurrent positions outside the Company ve, Shigeyuki Amimoto Certified Public Office	
	his election as Director who is experience and broad range of increase the effectiveness of the perspective. The Company judg expects him to assume a superv	an Audit and Sup knowledge relate e audit and super ges he will be abl visory function in	anagement of a company in the past. However, the Copervisory Committee Member in order to capitalize of the finance and accounting in the management of the visory functions of the Board of Directors from an interest to appropriately fulfill such roles. If he is elected, in the process of selecting candidates for its officers a	on his extensive ne Company and to ndependent and fair the Company
	on officer remuneration as a me		mination and Remuneration Committee.	1
		Nov. 1993	Joined Asahi & Co. (current KPMG AZSA LLC)	
		Apr. 1994 Mar. 2000	Registered as certified public accountant Joined Century Audit Corporation (current Ernst & Young ShinNihon LLC)	
		July 2009	Member of Ernst & Young ShinNihon LLC (current Ernst & Young ShinNihon LLC)	
		July 2017	Opened Harumi Katagiri Certified Public Accountants' Office (to present)	
	Harumi Katagiri (December 29, 1968)	Mar. 2018	Outside Director of Tamron Co., Ltd. (to present)	
	New election	June 2019	Supervisory Director of MORI TRUST REIT,	_

■Relationship of special interest with the Company

Outside

Independent officer

3

There is no special interest between the candidate and the Company.

June 2019

Office

■Reasons for nomination as candidate for Outside Director who is an Audit and Supervisory Committee Member, and outline of the expected roles

Member of Japan Asia Investment Co., Ltd.

Supervisory Director of MORI TRUST REIT, Inc.
Outside Director and Audit and Supervisory Committee

Outside Director of Tamron Co., Ltd.

Inc. (to present)

Co., Ltd. (at present)

Significant concurrent positions outside the Company

Representative, Harumi Katagiri Certified Public Accountants'

Outside Director and Audit and Supervisory

Committee Member of Japan Asia Investment

Ms. Katagiri has never been involved in the management of a company in the past except as an outside officer. However, the Company requests her election as Director who is an Audit and Supervisory Committee Member in order to capitalize on her extensive experience and broad range of knowledge related to corporate management and finance and accounting in the management of the Company and to increase the effectiveness of the audit and supervisory functions of the Board of Directors from an independent and fair perspective. The Company judges she will be able to appropriately fulfill such roles. If she is elected, the Company expects her to assume a supervisory function in the process of selecting candidates for its officers and making decisions on officer remuneration as a member of the Nomination and Remuneration Committee.

Notes:

- 1. Shigeyuki Amimoto and Harumi Katagiri are candidates for Outside Director.
- 2. Shigeyuki Amimoto and Harumi Katagiri have been employed as certified public accountants at Ernst & Young ShinNihon LLC, which is the Company's auditing firm, but they both retired from that auditing firm in June 2017. Because there are no relationships of special interests, transactional relationships, etc., between either candidate and the Company, and because the Company believes they have high independence, the Company has submitted notification to the Tokyo Stock Exchange that both candidates have been designated as independent officers as provided for by the aforementioned exchange.
- 3. The Company has entered into a Directors and officers liability insurance contract with an insurance company in accordance with Article 430-3, Paragraph (1) of the Companies Act, to cover damages and litigation expenses that may occur to an insured person, including the Company's Director, due to the insured person being held liable for the execution (including non-execution) of his/her duties and that are available by law. If the respective candidate is elected and takes office as Director, he/she will be insured under the said contract. The said contract is planned to be renewed in June 2024.

<Reference Information> Skill Matrix of Directors

The Company believes that the skills required of Directors of the Company are professional skills related to each of the following items: "Company Management & Corporate Strategies," "Finance & Accounting," "Personnel & Labor Relations" and "Governance & Risk Management," which are necessary in order to quickly respond to changes in the business environment and strengthen the supervisory functions of the Board of Directors, as well as "Sustainability (ESG)" and "IT & Digital," which are described in the basic policy of the Group's medium-term management plan, and "Transportation Businesss" and "Real Estate Business," which are highly important businesses. If the proposals for election are approved and adopted at this meeting, the composition of the Board of Directors as

a whole will help to realize the management philosophy and increase corporate value.

Name	Company Management & Corporate Strategies	Finance & Accounting	Personnel & Labor Relations	Governance & Risk Management	Sustainability (ESG)	IT & Digital	Transportation Business	Real Estate Business
Yasunori Hori	•		•	•	•		•	•
Masayuki Imai	•	•		•	•	•	•	
Yoshiyuki Oki	•	•	•	•				•
Koji Hoshino	•		•	•			•	
Masahiro Yuki	•	•		•				
Toshiya Morishige				•			•	
Toshio Sumiyoshi	•	•		•	•	•		
Shigeyuki Amimoto		•		•				
Harumi Katagiri	•	•		•				

Note: The above list represents areas in which each person has specialized knowledge based on their experience, etc., and does not represent all the knowledge they possess.

Proposal No. 4 Election of One Director Who Is a Substitute Audit and Supervisory Committee Member

Given that the election of Shigeyuki Amimoto as a Director who is a substitute Audit and Supervisory Committee Member, which was approved at the 149th Annual General Meeting of Shareholders held on June 29, 2023, will cease to be valid at the commencement of this meeting, the Company requests the election of one Director who is a substitute Audit and Supervisory Committee Member to prepare for a situation in which the number of Directors who are Audit and Supervisory Committee Members falls short of that stipulated by law.

This proposal has been agreed by the Audit and Supervisory Committee. The candidate for Director who is a substitute Audit and Supervisory Committee Member has been determined by the Board of Directors after deliberations at the Nomination and Remuneration Committee, the majority of whose members are independent Outside Directors.

Candidate for the role of Director who is a substitute Audit and Supervisory Committee Member is as follow:

Name (Date of birth)		Number of the Company's shares owned	
Hideo Osawa (January 22, 1959)	Apr. 1991	Registered as lawyer, joined Daiichifuyo Law Office (to present)	
	Apr. 2020	Chairman of Tokyo Association of Family Conciliations	-
New election	June 2023	Director, Japan Federation of Judicialy Conciliation	
Outside		Associations (to present)	

■Relationship of special interest with the Company

There is no special interest between the candidate and the Company.

■Reasons for nomination as candidate for Outside Director who is a substitute Audit and Supervisory Committee Member, and outline of the expected roles

Mr. Osawa has never been involved in the management of a company in the past. However, the Company requests his election in order to capitalize on his extensive legal expertise and broad range of insights as a lawyer in the management of the Company and to increase the effectiveness of the audit and supervisory functions of the Board of Directors from an independent and fair perspective. The Company judges he will be able to appropriately fulfill such roles.

Notes: 1. Hideo Osawa is a candidate for substitute Outside Director.

2. The Company has entered into a Directors and officers liability insurance contract with an insurance company in accordance with Article 430-3, Paragraph (1) of the Companies Act, to cover damages and litigation expenses that may occur to an insured person due to the insured person being held liable for the execution (including non-execution) of his/her duties and that are available by law. If the candidate takes office as a Director who is an Audit and Supervisory Committee Member, he will be insured under the said contract.