

This document has been translated from the Japanese original for the convenience of non-Japanese shareholders. In the event of any discrepancy between this translation and the Japanese original, the original shall prevail.

Securities code:7148

December 2, 2025

(Commencement date of measures for electronic provision: November 19, 2025)

To Shareholders

2-7-2, Marunouchi, Chiyoda-ku, Tokyo

Financial Partners Group Co., Ltd.

CEO & Founder Hisanaga Tanimura

Notice of the 24th Ordinary General Meeting of Shareholders

We would like to express our deepest gratitude for your continued support.

This is to inform you that the 24th Ordinary General Meeting of Shareholders will be held as detailed below.

In convening this General Meeting of Shareholders, we have taken measures for electronic provision of information that constitutes the content of the Reference Materials for the General Meeting of Shareholders and other documents (the items subject to measures for electronic provision) and have posted this information on the Company's website. Please access the website below to check this information.

The items subject to measures for electronic provision are also available on the Website for Informational Materials for the General Meeting of Shareholders and the Tokyo Stock Exchange (TSE) website in addition to the Company's website.

The Company's website:

<https://www.fpg.jp/en/ir/meeting.html>

Website for Informational Materials for the General Meeting of Shareholders: (Japanese only)

<https://d.sokai.jp/7148/teiji/>

Tokyo Stock Exchange (TSE) website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

*Access the TSE website (Listed Company Search) via the internet address shown above, enter "F P G" in the "Issue name (company name)" field or our securities code "7148" in the "Code" field, and click "Search" to find search results. Then, click on "Basic information" and select "Documents for public inspection/PR information" to find "[Notice of General Shareholders Meeting / Informational Materials for a General Shareholders Meeting]" in the "Filed information available for public inspection" section.

If you are unable to attend on the day of the meeting, you can exercise your voting rights by either of the methods described in "Guidance on exercising voting rights" on page 5. Please consider the information in the Reference Materials for the General Meeting of Shareholders before exercising your voting rights.

This General Meeting of Shareholders will be broadcast live on the shareholders-only website listed on page 4 so that shareholders who do not attend in person can view the meeting online. In addition, we will accept questions from shareholders in advance through this website and plan to explain matters that are of particular interest to shareholders on the day of the meeting.

Sincerely yours,

Meeting Details

1. Date and Time: Tuesday, December 23, 2025, at 10:00 a.m. (Reception scheduled to open at 9:15 a.m.)

2. Place: JP TOWER Hall & Conference (KITTE 4F)
2-7-2 Marunouchi, Chiyoda-ku, Tokyo

3. Meeting Agenda:

Items to be reported

1. The Business Report and the Consolidated Financial Statements for the 24th Term (from October 1, 2024 to September 30, 2025), and the Audit Reports of the Accounting Auditor and the Audit & Supervisory Committee on the Consolidated Financial Statements
2. Report on the Non-Consolidated Financial Statements for the 24th Term (from October 1, 2024 to September 30, 2025)

Items to be resolved

Proposal 1: Dividends

Proposal 2: Election of Seven (7) Directors

Proposal 3: Election of Two (2) Audit & Supervisory Board Members

Proposal 4: Election of One (1) Substitute Audit & Supervisory Board Member

- END-

Please kindly note that souvenirs for shareholders attending the meeting will not be offered. Thank you for your understanding.

[Notification]

◎Voting by proxy is possible only when delegated to a shareholder of the Company with voting rights pursuant to the Article 17 of Incorporation, and the proxy must be a single shareholder. In such cases, please submit to the Company a document proving the proxy's capacity to act.

It is necessary to submit (B) one of the following documents in addition to (A) a power of attorney with the name and stamp of the delegator as proof of proxy.

(1) Voting Form sent from the Company to a delegator

(2) A certificate of a seal impression of a delegator

(The power of attorney is required to be stamped with a stamp of a certificate of a seal impression of a delegator)

(3) A delegator's driver's license, various health insurance cards, etc.

A copy of official certificates that can confirm the name and the address of a delegator.

◎Among the items subject to electronic provision measures, the following items will not be included in the written documents delivered to shareholders who have requested such documents by the record date, in accordance with the provisions of laws and regulations and Article 18, Paragraph 2 of the Articles of Incorporation of the Company. In addition, the Audit & Supervisory Board Members and the accounting auditors are auditing the documents subject to audit, which include the following items.

(1) The following items in The Business Report

- Information on the Stock Acquisition Rights, etc.
- Matters concerning Accounting Auditor
- Among Matters concerning Directors, Content of Limited Liability Agreement with Directors, Content of Directors' Liability Insurance Agreement
- Structures and Other Measures to Ensure the Adequacy of Business Operations and Operations of the Internal Control System

(2) Matters concerning Non-Consolidated Financial Statements

- Notes to the Non-consolidated Financial Statements, Non-Consolidated Statements of Change in Equity

(3) Matters concerning Consolidated Financial Statements

- Note to the Consolidated Financial Statements, Consolidated Statements of Change in Equity

◎If there are any amendments to the items subject to measures for electronic provision, we will post them online via the Company's website, Website for Informational Materials for the General Meeting of Shareholders and the Tokyo Stock Exchange (TSE) website.

The Company's website:

<https://www.fpg.jp/en/ir/meeting.html>

Website for Informational Materials for the General Meeting of Shareholders: (Japanese only)

<https://d.sokai.jp/7148/teiji/>

Tokyo Stock Exchange (TSE) website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Information regarding Live Streaming via the Internet and Acceptance of Prior Questions

We plan to stream this General Meeting of Shareholders live on our website. We will also accept prior questions regarding the objectives of the General Meeting of Shareholders via the website.

[How to Watch the Live Stream]

Please enter the ID and password provided in (2) below on the shareholders-only website (3).

- (1) Live from: 10:00 am on Tuesday, December 23, 2025
- (2) ID: Shareholder number (9-digit number on the voting rights exercise form)
Password: Zip code (7-digit number of the postal code of the shareholder's address)
- (3) The Shareholders-only website: <https://7148.ksoukai.jp>

[Acceptance of Prior Questions]

Acceptance period: December 2, 2025 (Tuesday) 9:00 am to December 15, 2025 (Monday) 6:00 pm

- (1) After accessing the above shareholders-only website, enter the above ID and password, then press the "Ask a pre-question" button.
- (2) Fill the required fields and press the "Apply" button.

[Notes on Live Stream and Acceptance of Prior Questions]

- The live stream of the General Meeting of Shareholders is intended to provide information to shareholders who refrain from attending in person. Please be aware that you will not be able to vote or ask questions via the live stream. We kindly ask that you exercise your voting rights in advance.
- Access to the live stream and prior question submissions will be limited to shareholders themselves.
- Providing IDs and passwords to third parties is strictly prohibited.
- Please refrain from recording the live video and audio.
- You may not be able to watch the live stream depending on your Internet connection and the connectivity of your PC, smartphone or tablet device.
- Shareholders are responsible for any costs incurred in order to connect to the stream.
- We will take care not to show the appearance of attending shareholders during the stream, but there may be moments where this is unavoidable. Please also note that comments from shareholders present at the venue will be audible on the stream.
- The stream may be interrupted or canceled due to unavoidable circumstances such as internet connection issues or equipment failure.
- Among the questions received in advance, we plan to respond to those that are of particular interest to our shareholders at the General Meeting of Shareholders.

[Inquiries About the Live Stream]

- Contact: Sumitomo Mitsui Trust Bank, Limited
- Period: December 2, 2025 (Tuesday) until the day of the General Meeting of Shareholders (excluding weekends)
- Hours: 9:00 am to 5:00 pm (or until the end of the General Meeting of Shareholders on the day itself)
- Telephone: 0120-782-041

[Guidance on exercising voting rights]

◎Methods of Exercising Voting Rights

Voting rights at the General Meeting of Shareholders are an important right for all shareholders. Please review the Reference Materials for the General Meeting of Shareholders before exercising your voting rights. There are three methods to exercise your voting rights:

[Exercising voting rights by attending the General Meeting of Shareholders]

Please indicate your approval or disapproval of the proposals on the voting rights exercise form and submit your voting rights exercise form at the reception desk at the venue.

[Exercising voting rights in writing (postal mail)]

Please indicate your approval or disapproval of the proposals on the voting rights exercise form and return it by postal mail to reach us no later than 5:45 p.m. on Monday, December 22, 2025.

[Exercising voting rights via the Internet]

If you use the Company's designated website, please access <https://www.web54.net>, and enter the "voting rights exercise code" and "password" stated on the voting rights exercise form, and register your approval or disapproval of the proposal no later than 5:45 p.m. on Monday, December 22, 2025, in accordance with the guidance on the display.

Please also note that when voting via smartphone by scanning the QR code on the voting rights exercise form, you will not be required to enter a code or password first. However, if you would like to change your vote after exercising your voting rights, you will need to scan the QR code again and enter the code and password displayed on the voting rights exercise form.

* "QR code" is a registered trademark of DENSO WAVE CORPORATION.

◎Handling of cases where no vote is cast for or against a proposal

Please note that if neither approval nor disapproval of each proposal is indicated, we will deem that you have indicated your approval for the proposal.

◎Handling of Duplicate Voting

If you vote both in writing and via the Internet, only your vote placed via the Internet will be valid. In addition, if you vote multiple times by the same method, only the last vote will be valid.

To Institutional Investors:

Institutional investors may exercise voting rights for this general meeting of shareholders via the Internet by using the electronic platform for exercising voting rights operated by ICJ, Inc.

The Reference Materials for the General Meeting of Shareholders

Proposal 1: Dividends

We propose to distribute dividends as follows.

Matters related to year-end dividends:

The basic policy concerning shareholders' return is to provide continuous and stable dividends to shareholders while securing the internal reserves necessary for sustainable growth and increased corporate value.

Under this basic policy, we have decided to pay an ordinary dividend of 65.20 yen per share for the current fiscal year's year-end dividend.

In order to provide more opportunities for returning profits to shareholders, we pay dividends from surpluses twice a year (an interim dividend and a final dividend). As we have paid an interim dividend of 65.20 yen, the annual dividend for this fiscal year will be 130.40 yen per share.

(1) Type of assets to be distributed

Cash

(2) Dividend allocated to shareholders and their aggregate amount

65.20 yen per share of common stock of the Company

Total amount of dividends: 5,459,412,399 yen

(3) Effective date of distribution of dividends of surplus

December 24, 2025

Proposal 2: Election of Seven (7) Directors

The terms of office of all seven (7) Directors will expire at the close of the 24th Ordinary General Meeting of Shareholders. Therefore, we propose the election of seven (7) Directors.

The candidates for Directors are as follows:

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Hisanaga Tanimura (July 25, 1959) Reelection	Apr. 1983 Joined Sumisho Lease Co., Ltd. (currently Sumitomo Mitsui Finance & Leasing Company, Limited) Aug. 1998 Representative, ING Lease Japan N.V., Tokyo Branch Nov. 2001 Established Financial Products Group Co., Ltd. (currently FPG) CEO and Founder (Current Position) Aug. 2011 Representative Director, HT Holdings Co., Ltd. (Current Position) Dec. 2012 Representative Executive Officer, FPG (Current Position) Mar. 2013 Representative Director and Chairman, FPG Securities Co., Ltd. (Current Position) Oct. 2014 Director, Bernina Trust Co., Ltd. (currently FPG Trust Co., Ltd.) Mar. 2015 Representative Director and Chairman, FPG Trust Co., Ltd. (Current Position)	2,199,600 Shares

		May. 2015 Director, Amentum Capital Ltd. (currently FPG Amentum Limited) (Current Position) Nov. 2019 Director, NORTH JAPAN AIRLINES CO., LTD. (currently Only You Air Co., Ltd.) Jun. 2020 Representative Director and Chairman, NORTH JAPAN AIRLINES CO., LTD. (currently Only You Air Co., Ltd.) (Current Position) Nov. 2023 Director and Chairman, AND ART Co., Ltd. (currently & OWNERS Co., Ltd.) Mar. 2024 Representative Director and Chairman, AND ART Co., Ltd. (currently & OWNERS Co., Ltd.) (Current Position)	
		(Significant concurrent positions outside the Company) Representative Director and Chairman, FPG Securities Co., Ltd. Representative Director and Chairman, FPG Trust Co., Ltd. Director, FPG Amentum Limited Representative Director and Chairman, Only You Air Co., Ltd. Representative Director and Chairman, & OWNERS Co., Ltd. Representative Director, HT Holdings Co., Ltd.	
	Reason for proposing as candidate for Director	As a representative of the Company since its founding, Mr. Hisanaga Tanimura has led management decision-making and operations on behalf of the Company and has grown the Company into a leading company in the operating leasing industry using his abundant experience and extensive knowledge. In addition, he has greatly contributed to the expansion of the Company's business by actively promoting business diversification and substantially growing the Domestic Real Estate Fund Business. Having determined that he will be able to realize the Company's management philosophy and contribute to the Company's sustainable growth and increase corporate value over the medium- to long-term, we propose him as a candidate for Director.	

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
2	Tadashi Ishiguro (April 26, 1955) <u>Reelection</u>	Apr. 1978 Joined The Long-Term Credit Bank of Japan, Limited (currently SBI Shinsei Bank, Limited) Mar. 2000 Executive Officer and General Manager of Corporate Strategy Division, The Long-Term Credit Bank of Japan, Limited (currently SBI Shinsei Bank, Limited) Jun. 2004 Executive Operating Officer and General Manager of Business Corporation Department, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited) Jan. 2005 Executive Operating Officer and Head of Corporate Affairs Department, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited) Sep. 2005 Senior Executive Officer of Corporate Planning Department, Nomura Holdings, Inc. Apr. 2006 Executive Operating Officer of Corporate Planning Department, Nomura Trust & Banking Co., Ltd.	-

		Apr. 2010 Senior Managing Director, Nomura Trust & Banking Co., Ltd. May. 2015 President and CEO, FPG Trust Co., Ltd. Mar. 2016 Senior Managing Executive Officer, FPG Mar. 2016 Director, FPG Trust Co., Ltd. (Current Position) Dec. 2016 Director, FPG (Current Position) Nov. 2019 Director, NORTH JAPAN AIRLINES CO., LTD. (currently Only You Air Co., Ltd.) (Current Position)	
	Reason for proposing as candidate for Director	(Significant concurrent positions outside the Company) Director, FPG Trust Co., Ltd. Director, Only You Air Co., Ltd. Mr. Tadashi Ishiguro has held important positions at major financial institutions in departments including the Corporate Planning Department, Business Corporation Department, and International Department, and has abundant experience and extensive knowledge related to finance in general. He has engaged in important business execution as a director and a senior managing executive officer of the Company, and after resigning as senior managing executive officer, he has been involved in the Board of Directors' decision-making and supervising as a director. Having determined that he will be able to realize the Company's management philosophy and contribute to the Company's sustainable growth and increase corporate value over the medium- to long- term, we propose him as a candidate for Director.	

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Keiko Ohara (October 18, 1959) <u>Reelection</u> <u>Outside</u> <u>Independent</u> Number of Years in Office as Outside Director 7 years	Apr. 1988 Admitted as Attorney-at-law in Japan (Dai-ichi Tokyo Bar Association) Apr. 1988 Komatsu Sogo Law Office (Later, Komatsu & Koma Law Office) Sep. 1992 Weil, Gotshal & Manges LLP, New York Aug. 1993 Admitted to the Bar of the State of New York Oct. 1993 Komatsu & Koma Law Office Feb. 2000 Co-Founder and Partner, Kamiyacho International Law Office (Current Position) Sep. 2012 Adjunct lecturer, Keio University Law School (Current Position) Mar. 2017 Auditor, Save the Children Japan (Current Position) Jun. 2017 Chair, Committee on Foreign Lawyers and International Legal Practice, Japan Federation of Bar Associations (Current Position) Dec. 2018 Outside Director, FPG (Current Position) Jun. 2019 Outside Director, FUJI KYUKO CO., LTD. (Current Position) Jun. 2020 Outside Audit & Supervisory Board Member, TAISEI CORPORATION (Current Position) (Significant concurrent positions outside the Company) Co-Founder and Partner, Kamiyacho International Law Office	-

		Outside Director, FUJI KYUKO CO., LTD. Outside Audit & Supervisory Board Member, TAISEI CORPORATION	
	Reason for proposing as candidate for Outside Director and expected role	Although Ms. Keiko Ohara has never been directly involved in company management beyond her role as an outside director, she has abundant experience as a lawyer and has specialized and advanced knowledge on international corporate legal affairs. As a director, she has proactively offered her opinions and contributed to the effective strengthening of the decision-making function and supervisory function of the Board of Directors from a perspective of an outside director. Having determined that she will be able to appropriately perform her duties, we propose her as a candidate for Outside Director.	

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
4	Eiji Sakomoto (November 4, 1956) Reelection Outside Independent Number of Years in Office as Outside Director 5 years	Jun. 1990 Representative Director, Tax Consulting Group Inc. (currently Ginza K.T.C Consulting Inc.) (Current Position) Mar. 1993 Certified Public Accountant registration Jul. 1993 Certified Tax Accountant registration Aug. 2003 Representative Director, Shochikueigagekijo Co., Ltd. (Current Position) Apr. 2004 Senior Partner, Shinsoh Tax Corporation (currently Ginza K.T.C. Tax Corporation) (Current Position) Feb. 2006 Outside Audit & Supervisory Board Member, SEIBU HOLDINGS INC. Aug. 2011 Audit & Supervisory Board Member, Shinbashi Enbujo Co., Ltd. (Current Position) Aug. 2011 Audit & Supervisory Board Member, Enbujo Service Co., Ltd. (Current Position) May. 2015 Audit & Supervisory Board Member, PRINCE HOTELS, INC. (currently SEIBU REAL ESTATE INC.) (Current Position) Jun. 2015 Outside Director, NAGATANIEN Co., Ltd. (currently Nagatanien Holdings Co., Ltd.) Dec. 2020 Outside Director, FPG (Current Position) Apr. 2022 Audit & Supervisory Board Member, SEIBU PRINCE HOTELS WORLDWIDE INC. (Current Position) Oct.2024 Director, Nagatanien Holdings Co., Ltd. (Current Position) (Significant concurrent positions outside the Company) Representative Director, Ginza K.T.C Consulting Inc. Senior Partner, Ginza K.T.C. Tax Corporation Representative Director, Shochikueigagekijo Co., Ltd. Audit & Supervisory Board Member, Shinbashi Enbujo Co., Ltd. Audit & Supervisory Board Member, Enbujo Service Co., Ltd. Audit & Supervisory Board Member, SEIBU REAL ESTATE INC.	-

		Audit & Supervisory Board Member, SEIBU PRINCE HOTELS WORLDWIDE INC. Director, Nagatanien Holdings Co., Ltd.	
	Reason for proposing as candidate for Outside Director and expected role	As a certified public accountant and tax accountant, Mr. Eiji Sakomoto has a high level of expertise, a wealth of experience, and a great deal of insight in the areas of finance and accounting. He also has extensive experience managing companies. As a director, he has proactively offered his opinions and contributed to the effective strengthening of the decision-making function and supervisory function of the Board of Directors from a perspective of an outside director. Having determined that he will be able to appropriately perform his duties, we propose him as a candidate for Outside Director.	

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
5	Yutaka Tajima (January 24, 1958) Reelection Outside Independent Number of Years in Office as Outside Director 3 years	Apr. 1980 Joined MITSUBISHI ESTATE CO., LTD. Apr. 1994 Director and General Manager, MEC UK Ltd. Apr. 2003 Executive Vice President and Chief Investment Officer, Rockefeller Group International, Inc. Apr. 2008 General Manager of Corporate Planning Department, MITSUBISHI ESTATE CO., LTD. Apr. 2009 General Manager of Corporate Planning Department, MITSUBISHI ESTATE CO., LTD., and President, MEC BUSINESS SYSTEM SOLUTIONS CO., LTD. (currently Mitsubishi Jisho IT Solutions Co., Ltd.) Apr. 2010 Executive Officer and General Manager of Corporate Planning Department, MITSUBISHI ESTATE CO., LTD. Apr. 2012 Executive Officer and General Manager of Building Asset Development Department, MITSUBISHI ESTATE CO., LTD. Apr. 2013 Senior Executive Officer, MITSUBISHI ESTATE CO., LTD. Jun. 2016 Senior Executive Officer, MITSUBISHI ESTATE CO., LTD. Apr. 2017 Group Executive Officer, MITSUBISHI ESTATE CO., LTD., and President, Mitsubishi Real Estate Services Co., Ltd. Apr. 2019 Senior Executive Officer, MITSUBISHI ESTATE CO., LTD. Jun. 2019 Group Executive Officer, MITSUBISHI ESTATE CO., LTD., and President, Marunouchi Heat Supply Co., Ltd. Oct. 2022 Advisor, FPG Dec. 2022 Outside Director, FPG (Current Position) Jun. 2023 Director, Executive Officer, General Manager, Business Development Department and Corporate	-

		Administration Department, Nojima Corporation	
		Oct. 2025 Senior Advisor, Nojima Corporation (Current Position)	
		(Significant concurrent positions outside the Company) None	
	Reason for proposing as candidate for Outside Director and expected role	Mr. Yutaka Tajima has extensive experience and advanced, specialized knowledge in the real estate business, having been involved in the development and management of various real estate properties in Japan and overseas over many years at a major domestic real estate company, as well as having acted as the manager of a real estate company. As a director, he has proactively offered his opinions and contributed to the effective strengthening of the decision-making function and supervisory function of the Board of Directors from a perspective of an outside director. Having determined that he will be able to appropriately perform his duties, we propose him as a candidate for Outside Director.	

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
6	Elizabeth Masamune (April 5, 1960) Reelection Outside Independent Number of Years in Office as Outside Director 2 years	Apr. 1987 Joined Australian Trade Commission, Australian Embassy, Tokyo Apr. 1996 Counsellor, Australian Embassy, Jakarta Trade Commissioner Japan in Asia, Australian Trade Commission Apr. 1999 Minister-Counsellor, Australian Embassy, Hanoi Senior Trade Commissioner Vietnam, Australian Trade Commission Aug. 2002 Minister-Counsellor, Australian Embassy, Seoul Senior Trade Commissioner Seoul, Australian Trade Commission Aug. 2007 Minister, Australian Embassy, Tokyo Senior Trade Commissioner Tokyo and Country Manager Japan, Australian Trade Commission Oct. 2011 General Manager, North East Asian Growth Markets, Australian Trade Commission Sep. 2013 General Manager, Trade Division, Australian Trade Commission Jul. 2015 Managing Director, @Asia Associates Japan, Inc. (Current Position) Dec. 2016 Senior Executive Advisor, Pasona Group Inc. Dec. 2017 Senior Managing Director, Awaji Youth Federation, Pasona Group Inc. Jun. 2018 External Director, Faith, Inc. Jun. 2019 External Director, ARAKAWA CHEMICAL INDUSTRIES, LTD. (Current Position) Jun. 2022 External Director, TECHNO HORIZON CO., LTD. Jun. 2023 External Director, ASTERIA Corporation (Current Position)	-

		Oct. 2023 Advisor, FPG Nov. 2023 President, Awaji Youth Federation, Pasona Group Inc. Dec. 2023 Outside Director, FPG (Current Position)	
		(Significant concurrent positions outside the Company) Managing Director, @Asia Associates Japan, Inc. External Director, ARAKAWA CHEMICAL INDUSTRIES, LTD. External Director, ASTERIA Corporation	
	Reason for proposing as candidate for Outside Director and expected role	Ms. Elizabeth Masamune has worked as a diplomat for many years, is skilled in international relations, and has a wealth of experience and deep insight into international business. In addition, as a manager, she is providing consulting services related to changing the mindset of working women and developing global human resources. As a director, she has proactively offered her opinions and contributed to the effective strengthening of the decision-making function and supervisory function of the Board of Directors from a perspective of an outside director. Having determined that she will be able to appropriately perform her duties, we propose her as a candidate for Outside Director.	

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
7	Hanako Muto (April 16, 1965) Reelection Outside Independent Number of Years in Office as Outside Director 2 years	Aug. 1986 Joined The Mitsui Bank, Ltd. (currently Sumitomo Mitsui Banking Corporation) Jul. 1997 Seconded to Sakura Research Institute, Ltd. (currently SMBC Consulting Co., Ltd.) as Senior Securities Analyst, with Securities Planning Division, The Sakura Bank, Limited (currently Sumitomo Mitsui Banking Corporation) Oct. 1999 Jointed SONY CORPORATION (currently SONY GROUP CORPORATION) Jun. 2003 Senior Manager of Investor Relations, SONY CORPORATION (currently SONY GROUP CORPORATION) Jun. 2004 General Manager responsible for Secretariat of the Board of Directors and the Secretariat of the Audit Committee, SONY CORPORATION (currently SONY GROUP CORPORATION) May. 2008 General Manager, Investor Relations and Public Relations, Mitsubishi Corp. - UBS Realty Inc. (currently KJR Management) Apr. 2012 Head of Corporate Communication, NEXON Co., Ltd. May. 2013 Head of External Relations and Communication Services, McKinsey & Company Incorporated Japan Nov. 2018 General Manager, Corporate Communications, Air Liquide Japan Ltd. (currently Air Liquide Japan G.K.) Jul. 2022 Partner, Korn Ferry Japan Jun. 2023 Outside Director, CYBERDYNE, Inc.	-

		Dec. 2023 Outside Director, FPG (Current Position)	
		Mar. 2025 Outside Director, Ezaki Glico Co., Ltd. (Current Position)	
		(Significant concurrent positions outside the Company)	
		Outside Director, Ezaki Glico Co., Ltd.	
	Reason for proposing as candidate for Outside Director and expected role	Ms. Hanako Muto has worked as a public relations and IR manager at listed companies where she utilized her experience as a securities analyst at a major banking think tank and has extensive experience and deep insight into consulting related to corporate human resources strategies and organizational reform. As a director, she has proactively offered her opinions and contributed to the effective strengthening of the decision-making function and supervisory function of the Board of Directors from a perspective of an outside director. Having determined that she will be able to appropriately perform her duties, we propose her as a candidate for Outside Director.	

Notes:

1. There are no conflicts of interest between the candidates and the Company.
2. Ms. Keiko Ohara, Mr. Eiji Sakomoto, Mr. Yutaka Tajima, Ms. Elizabeth Masamune and Ms. Hanako Muto are candidates for Outside Director. Ms. Keiko Ohara has been serving as an External Audit & Supervisory Board Member for Taisei Corporation since June 2020. On March 16, 2023, during her term of office, the company announced its failure to satisfy accuracy requirements for the erection of steel, etc. in ongoing construction work for the Sapporo Kita 1 Nishi 5 Project (tentative name) undertaken by its Sapporo branch. Although she was not aware of this matter until it was discovered, she had regularly alerted the company from the perspective of compliance and corporate governance. Since the matter was identified, she has been taking necessary actions and fulfilling her responsibility as an External Audit & Supervisory Board Member by providing recommendations for preventive measures and offering opinions on the necessity to strengthen internal controls, etc.
3. Pursuant to Article 427, Paragraph 1 of the Companies Act and the Articles of Incorporation, we have concluded agreements with Ms. Keiko Ohara, Mr. Eiji Sakomoto and Mr. Yutaka Tajima, Ms. Elizabeth Masamune and Ms. Hanako Muto limiting their liabilities as provided in Article 423, Paragraph 1 of this Act. Under these agreements, their liabilities are limited to the amount set forth in laws and regulations. We intend to continue the agreement with them if their reelections are approved.
4. We have concluded a liability insurance policy with an insurance company whereby the Company's directors, auditors, etc. are named as the insured persons, as stipulated in Article 430-3, Paragraph 1 of the Companies Act (Japan). The insurance policy covers the damages and legal expenses incurred by the insured, and each candidate who is appointed as a director will be included as an insured person under the insurance policy. The insurance policy is scheduled to be renewed with the same content in September 2026.
5. We have submitted Ms. Keiko Ohara, Mr. Eiji Sakomoto, Mr. Yutaka Tajima, Ms. Elizabeth Masamune and Ms. Hanako Muto as Independent Officers prescribed by Tokyo Stock Exchange, Inc., and intend to submit them as Independent Officers to Tokyo Stock Exchange, Inc. once again if their reelections are approved.

Proposal 3: Election of Two (2) Audit & Supervisory Board Members

Two of the three current Audit & Supervisory Board Members will complete their terms of office at the conclusion of this General Shareholders' Meeting. Accordingly, we request the election of two (2) Audit & Supervisory Board Members.

This Proposal has obtained the consent of the Audit & Supervisory Board.

The candidates for Audit & Supervisory Board Member are as follows.

Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Hideyuki Kawashima	Apr.1984 Joined The Industrial Bank of Japan, Limited.	

	(December 27, 1961) Reelection Outside Independent Number of Years in Office as Outside Audit & Supervisory Board Member 4 years	(currently Mizuho Bank, Ltd.) Jul.1993 Joined IBJ Securities Co., Ltd. (currently Mizuho Securities Co., Ltd.) Feb.2008 Deputy President, Mizuho International plc. May.2011 Deputy President, Mizuho Securities Asia Limited. Jan.2012 President, Mizuho Securities Asia Limited. Apr.2014 General Manager, Internal Audit Department, Mizuho Securities Co., Ltd. Apr.2016 Executive Officer, General Manager, Internal Audit Department, Mizuho Securities Co., Ltd. Apr.2017 Executive Managing Director, Head of Internal Audit Group., Mizuho Securities Co., Ltd., Managing Executive Officer, deputy Head of Internal Audit, Mizuho Financial Group, Inc., and Member of Board of Directors, Mizuho International plc. Apr.2019 Advisor, Mizuho Securities Co., Ltd., and Corporate Auditor, Mizuho Securities Principal Investment Co., Ltd. Jun.2019 Member of the Board of Directors and the Audit and Supervisory Committee, Mizuho Securities Co., Ltd., Advisor for the Audit Committee, Mizuho Financial Group, Inc., and Corporate Auditor, Mizuho Securities Principal Investment Co., Ltd. Jul.2021 Advisor, FPG Dec.2021 Outside Audit & Supervisory Board Member, FPG (Current Position) Jun.2023 Audit & Supervisory Board Member, FPG Securities Co., Ltd. (Current Position) Jun.2023 Audit & Supervisory Board Member, Only You Air Co., Ltd. (Current Position) Nov.2023 Audit & Supervisory Board Member, AND ART Co., Ltd. (currently & OWNERS Co., Ltd.) (Current Position) Jun.2024 Audit & Supervisory Board Member, FPG Trust Co., Ltd. (Current Position)	
		(Significant concurrent positions outside the Company) Audit & Supervisory Board Member, FPG Securities Co., Ltd. Audit & Supervisory Board Member, Only You Air Co., Ltd. Audit & Supervisory Board Member, & OWNERS Co., Ltd. Audit & Supervisory Board Member, FPG Trust Co., Ltd.	
	Reason for proposing as candidate for Audit & Supervisory Board Member	Mr. Hideyuki Kawashima has held important positions at domestic and overseas bases of major financial institutions and has a wealth of experience and extensive knowledge regarding finance. He has been utilizing this experience and knowledge to audit the Company from a position independent of management while making fair and appropriate proposals regarding the audit of corporate auditors. Having determined that he will be able to appropriately perform his duties, we propose him as an Outside Audit & Supervisory	

		Board Member.	
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Candidate No.	Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
2	Kazuhide Yamauchi (October 19, 1960) Reelection Outside Independent Number of Years in Office as Outside Audit & Supervisory Board Member 2 years	Apr. 1983 Joined The Tokai Bank, Ltd. (currently MUFG Bank, Ltd.) Jun. 2011 Joined Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.) Jul. 2012 Corporate Officer, Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.), May. 2013 Corporate Officer, Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.), and President, Bangkok Mitsubishi UFJ Lease Co., Ltd. (currently Bangkok Mitsubishi HC Capital Co., Ltd.) Jun. 2013 Executive Officer, Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.), and President, Bangkok Mitsubishi UFJ Lease Co., Ltd. (currently Bangkok Mitsubishi HC Capital Co., Ltd.) Jun. 2015 Audit & Supervisory Board Member, Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.) Jun. 2018 Senior Advisor, Mitsubishi UFJ Lease & Finance Company Limited (currently Mitsubishi HC Capital Inc.) Audit & Supervisory Board Member, Mitsubishi Auto Leasing Corporation Audit & Supervisory Board Member, Mitsubishi Auto Leasing Holdings Corporation (currently Mitsubishi Auto Leasing Corporation) Jul. 2023 Advisor, Mitsubishi HC Capital Inc. Sep. 2023 Advisor, FPG Dec.2023 Outside Audit & Supervisory Board Member, FPG (Current Position) Mar.2024 Director and Audit and Supervisory Committee Member, DIGITAL HOLDINGS, INC. (Current Position) (Significant concurrent positions outside the Company) Director and Audit and Supervisory Committee Member, DIGITAL HOLDINGS, INC.	-
	Reason for proposing as candidate for Audit & Supervisory Board	Mr. Kazuhide Yamauchi worked for the domestic major bank for many years and later served as executive officer at the domestic major leasing company and president of the overseas affiliate company before becoming Audit & Supervisory Board Members. He	

	Member	has been utilizing this experience and knowledge to audit the Company from a position independent of management while making fair and appropriate proposals regarding the audit of corporate auditors. Having determined that he will be able to appropriately perform his duties, we propose him as an Outside Audit & Supervisory Board Member.
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Notes:

1. There are no conflicts of interest between the candidates and the Company.
2. The candidates have been put forward for the Outside Audit & Supervisory Board Member role.
3. Mr. Hideyuki Kawashima is currently an Audit & Supervisory Board Member of FPG Securities Co., Ltd., Only You Air Co., Ltd., & OWNERS Co., Ltd. and FPG Trust Co., Ltd., each company falls under the category of a specific business operator of the Company.
4. Pursuant to Article 427, Paragraph 1 of the Companies Act and the Articles of Incorporation, the Company intends to conclude the contract with the candidates to limit her liability for damages as provided in Article 423, Paragraph 1 of this Act if their elections are approved. Under this contract, their liabilities are limited to the amount set forth in laws and regulations.
5. We have concluded a liability insurance policy with an insurance company whereby the Company's Directors, Audit & Supervisory Board Members, etc. are named as the insured persons, as stipulated in Article 430-3, Paragraph 1 of the Companies Act (Japan). The insurance policy covers the damages and legal expenses incurred by the insured, and the candidates who are appointed as an Audit & Supervisory Board Members will be included as an insured person under the insurance policy. The insurance policy is scheduled to be renewed with the same content in September 2026.
6. As the candidates meet the requirements for independent officers stipulated by Tokyo Stock Exchange, Inc., the Company intends to submit them as independent officers to Tokyo Stock Exchange, Inc. if their elections are approved.

Proposal 4: Election of One (1) Substitute Audit & Supervisory Board Member

One (1) Substitute Audit & Supervisory Board Member will be appointed in advance in case the number of Audit & Supervisory Board Members stipulated by law is insufficient. The appointment of Substitute Audit & Supervisory Board Members may be canceled by a resolution of the Board of Directors with the consent of the Audit & Supervisory Board only before taking office. This Proposal has obtained the consent of the Audit & Supervisory Board.

The candidate for Substitute Audit & Supervisory Board Member is as follows.

Name (Date of birth)	Career summary, position and responsibilities (significant concurrent positions outside the Company)	Number of the Company's shares owned
Tomokatsu Yoshitoshi (October 4, 1952) Substitute Outside Independent	Apr.1975 Joined The Long-Term Credit Bank of Japan, Limited (currently SBI Shinsei Bank Limited.) Jul.1999 Joined ING Life Insurance Co., Ltd. (currently NN Life Insurance Company, Ltd.) Jul.2002 Representative Director, ING Mutual Funds Management Company (Japan), Ltd. (currently Goldman Sachs Asset Management Co., Ltd.) Jul.2010 Advisor, Medical corporation SHOEIKAI Dec.2012 Outside Audit & Supervisory Board Member, FPG Jun.2015 Audit & Supervisory Board Member, FPG Trust Co., Ltd. Jun.2015 Director, AEON Bank Ltd. Jun.2016 Independent Non-Executive Director, AEON Credit Service (M) Berhad Dec.2023 Independent Non-Executive Director, ACS Digital Berhad	-

	(currently AEON Bank (M) Berhad) Jan.2024 Chairman of the board of Directors, and Independent Non-Executive Director, AEON Bank (M) Berhad (Current Position)	
	(Significant concurrent positions outside the Company) None	
Reason for proposing as candidate for Substitute Audit & Supervisory Board Member	Mr. Tomokatsu Yoshitoshi has held important positions at financial institutions and possesses a wealth of experience in finance and a wide range of knowledge related to auditing. We deem him capable of utilizing this experience and knowledge to make fair and appropriate proposals in the audit of corporate auditors and therefore propose to elect him as a Substitute Audit & Supervisory Board Member.	

Notes:

1. There are no conflicts of interest between the candidate and the Company.
2. The candidate has been put forward for the Substitute Outside Audit & Supervisory Board Member role.
3. The candidate served as the Audit & Supervisory Board Member of the Company from December 2012 to December 2023.
4. If a candidate is appointed as an Audit & Supervisory Board Member, Pursuant to Article 427, Paragraph 1 of the Companies Act and the Articles of Incorporation, the Company intends to conclude the contract with the candidates to limit his liability for damages as provided in Article 423, Paragraph 1 of this Act. Under this contract, his liability is limited to the amount set forth in laws and regulations.
5. We have concluded a liability insurance policy with an insurance company whereby the Company's Directors, Audit & Supervisory Board Members, etc. are named as the insured persons, as stipulated in Article 430-3, Paragraph 1 of the Companies Act (Japan). The insurance policy covers the damages and legal expenses incurred by the insured, and the candidate who is appointed as an Audit & Supervisory Board Members will be included as an insured person under the insurance policy. The insurance policy is scheduled to be renewed with the same content in September 2026.
6. As the candidate meets the requirements for independent officer stipulated by Tokyo Stock Exchange, Inc., the Company intends to submit him as independent officer to Tokyo Stock Exchange, Inc. if his election is approved.

(Reference: Skill Matrix of Directors and Audit & Supervisory Board Members)

			Corporate management	Sales/Marketing	Finance	Accounting/Tax Affairs	Innovation	Human resources	Legal/Compliance	Global	Sustainability/SDGs
Hisanaga Tanimura	Male	CEO	●	●	●	●	●		●	●	●
Tadashi Ishiguro	Male	Director	●	●	●	●		●	●	●	●
Keiko Ohara	Female	Director (Outside)						●	●	●	●
Eiji Sakomoto	Male	Director (Outside)	●	●	●	●					●
Yutaka Tajima	Male	Director (Outside)	●	●	●				●	●	●
Elizabeth Masamune	Female	Director (Outside)	●	●			●	●		●	●
Hanako Muto	Female	Director (Outside)	●	●	●			●		●	●
Hideyuki Kawashima	Male	Audit & Supervisory Board Member (Outside)	●	●	●	●			●	●	
Kazuhide Yamauchi	Male	Audit & Supervisory Board Member Auditor (Outside)	●	●	●				●	●	
Ryoko Sasamori	Female	Audit & Supervisory Board Member Auditor (Outside)	●	●			●	●	●		

Note:

The above list does not represent all the knowledge and experience of each Director and each Audit & Supervisory Board Member.