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Securities Code: 7354

March 10, 2026

To our shareholders:

Daisuke Uehara,
Member of the Board of Directors, President and
CEO, Representative Executive Officer
Direct Marketing MiX Inc.
1-2-9 Sonezaki, Kita-ku, Osaka

Notice of the 9th Annual General Meeting of Shareholders

We are pleased to announce the 9th Annual General Meeting of Shareholders of Direct Marketing MiX Inc. (the “Company”), which will be held as indicated 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. in an electronic format (matters to be provided in an electronic format). These have been posted on the Company’s website as the “Notice of the 9th Annual General Meeting of Shareholders.” Please access the Company’s website below to see them:

[Company’s website] <https://dmix.co.jp/ir/stock/meeting.html> (in Japanese)

In addition to the Company’s website above, the matters to be provided in an electronic format have been also posted on the website below. Please make sure to refer to it as well.

[Website for matters to be provided in an electronic format] <https://d.sokai.jp/7354/teiji/> (in Japanese)

If you are unable to attend the meeting in person, you can exercise your voting rights via the Internet, etc. or in writing (by postal mail). In this case, please review the attached Reference Documents for the General Meeting of Shareholders, see the “Information on Exercise of Voting Rights” described later and make sure to exercise your voting rights by 6:00 p.m. on Thursday, March 26, 2026 (JST).

- 1. Date and time:** Friday, March 27, 2026, at 10:00 a.m. (JST)
(Reception will open at 9:00 a.m.)
- 2. Venue** Roumeikan, 14th floor, Hotel Monterey Osaka
3-3-45 Umeda, Kita-ku, Osaka

3. Agenda

Matters to be Reported:

1. The Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements for the 9th fiscal year (from January 1, 2025 to December 31, 2025)
2. The results of audits of the Consolidated Financial Statements for the 9th fiscal year (from January 1, 2025 to December 31, 2025) by the Financial Auditor and the Audit Committee

Matter to be Resolved:

- Proposal** Election of Nine Members of the Board of Directors

- Among the matters to be provided in an electronic format, based on laws and regulations and the provisions of Article 16, paragraph 2 of the Articles of Incorporation of the Company, the Company excludes the matters below in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents. The Audit Committee and the Financial Auditor have audited the documents subject to audit, including the matters below.
 - 1) “Consolidated Statement of Changes in Equity” and “Notes to Consolidated Financial Statements” of the Consolidated Financial Statements
 - 2) “Non-consolidated Statement of Changes in Equity” and “Notes to Non-consolidated Financial Statements” of the Non-consolidated Financial Statements
- If you attend the meeting in person, please hand in the voting form at the reception desk at the meeting venue.
- If there are any amendments to the matters to be provided in an electronic format, the Company will post notification of the amendments and matters before and after the amendments on the Company’s aforementioned website (<https://dmix.co.jp/ir/stock/meeting.html>) and the website for matters to be provided in an electronic format (<https://d.sokai.jp/7354/teiji/>).

Information on Exercise of Voting Rights

You may exercise your voting rights using one of the following three methods.

Exercise of voting rights by attending the General Meeting of Shareholders

Please hand in the voting form at the reception desk at the meeting venue.

Date and time: Friday, March 27, 2026, at 10:00 a.m. (JST)

(Reception will open at 9:00 a.m.)

Exercise of voting rights via the Internet, etc.

Please use a personal computer or smartphone to access the voting website (<https://www.web54.net>). Please enter the “voting code” and “password” printed on the voting form, and indicate your approval or disapproval for each of the proposals by following the instructions displayed on the screen.

You can also connect to the voting website by reading the 2D code shown in the Japanese original document with a smartphone equipped with a barcode reading function. For details on how to operate this function, see the instruction manual of your smartphone.

Deadline: to be completed by Thursday, March 26, 2026, at 6:00 p.m. (JST)

1. In order to prevent unauthorized access (web spoofing) or alteration of the voting by non-shareholders, you will be asked to change your password on the voting website.
2. The Company will notify you of the new voting code and password at each convocation of the General Meeting of Shareholders.
3. Each shareholder shall bear any fees for accessing the voting website (Internet connection fees). Also, when voting by smartphone, packet communication fees shall be borne by shareholders.

Inquiries regarding the operation of a personal computer, etc. for exercising voting rights on this website
Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Web Support Hotline
(Toll free) 0120-652-031 (accessible from 9:00 a.m. to 9:00 p.m.; within Japan only)

Exercise of voting rights in writing (by postal mail)

Please indicate your approval or disapproval of the proposals on the voting form and return the completed form to the Company by mail. You do not need to affix a stamp.

If you do not indicate your approval or disapproval of the proposal, the Company will treat it as declaration of intention of approval.

Deadline: to be received by Thursday, March 26, 2026, at 6:00 p.m. (JST)

- If you exercise your voting rights in duplicate via both the Internet, etc. and in writing (by postal mail), then only the vote cast via the Internet, etc. shall be deemed valid.
- If you exercise your voting rights multiple times via the Internet, etc., the Company will only deem the substance of your final exercise to be valid.

Reference Documents for the General Meeting of Shareholders

Proposal Election of Nine Members of the Board of Directors

The terms of office of all 11 Members of the Board of Directors will expire at the conclusion of this meeting. Therefore, the Company proposes the election of 9 Members of the Board of Directors based on the decision of the Nominating Committee, decreasing the number of Members of the Board of Directors by two to enhance the efficiency of the management system.

The candidates for Member of the Board of Directors are as follows:

Candidate No.	Name		Position and responsibility in the Company	Tenure as Member of the Board of Directors	Attendance at Board of Directors meetings/respective committee meetings	Concurrent positions held at listed companies
1	Daisuke Uehara	Male	Member of the Board of Directors, President and CEO, Representative Executive Officer Remuneration Committee Member	6 years, 5 months	Board of Directors meetings 13/13 (100%) Remuneration Committee meetings 6/6 (100%)	—
2	Kanako Ito	Female	Member of the Board of Directors Executive Officer	2 years	Board of Directors meetings 13/13 (100%)	—
3	Yuki Kobayashi	Male	Member of the Board of Directors Nominating Committee Member	10 years, 9 months	Board of Directors meetings 13/13 (100%) Nominating Committee meetings 9/9 (100%)	—
4	Atsuho Ikeda	Male	Member of the Board of Directors	5 years	Board of Directors meetings 13/13 (100%)	—
5	Kensaku Mizutani	Male	Member of the Board of Directors Nominating Committee Member	8 years, 6 months	Board of Directors meetings 13/13 (100%) Nominating Committee meetings 9/9 (100%)	1
6	Toshio Miyake	Male	Member of the Board of Directors Chairperson of Audit Committee (full-time)	4 years	Board of Directors meetings 13/13 (100%) Audit Committee meetings 15/15 (100%)	—

Candidate No.	Name		Position and responsibility in the Company	Tenure as Member of the Board of Directors	Attendance at Board of Directors meetings/respective committee meetings	Concurrent positions held at listed companies
7	Yuka Matsubara Female	Outside Reelec- tion Inde- pendent	Member of the Board of Directors Audit Committee Member	4 years	Board of Directors meetings 13/13 (100%) Audit Committee meetings 15/15 (100%)	1
8	Emi Yoneda Female	Outside Reelec- tion Inde- pendent	Member of the Board of Directors Chairperson of Nominating Committee Remuneration Committee Member	4 years	Board of Directors meetings 13/13 (100%) Nominating Committee meetings 9/9 (100%) Remuneration Committee meetings 6/6 (100%)	2
9	Kenzo Hashizume Male	Outside New election Inde- pendent	—	—	—	1

(Note) The candidates' tenures as Member of the Board of Directors are as of the conclusion of this meeting.

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
1	 <p>Daisuke Uehara (October 18, 1981) (44 years old) <u>Internal</u> <u>Reelection</u> Tenure as Member of the Board of Directors 6 years and 5 months (as of the conclusion of this meeting) Attendance at Board of Directors meetings 13/13 (100%) Attendance at Remuneration Committee meetings 6/6 (100%)</p>	<p>Dec. 2004 Joined HIKARI TSUSHIN, Inc. Oct. 2007 Joined Customer Relation Telemarketing Co., Ltd. Apr. 2010 Director Oct. 2016 Director and Vice President Jan. 2019 President and Representative Member of the Board of Directors Oct. 2019 Member of the Board of Directors of the Company Mar. 2022 Member of the Board of Directors, Executive Officer and COO Mar. 2024 Remuneration Committee Member (current position) July 2024 Member of the Board of Directors, President and CEO, Representative Executive Officer (current position)</p>	261,300 shares
<p>[Reasons for nomination as candidate for Member of the Board of Directors and overview of expected role] Through his involvement in the management of the core business company of the Company, Daisuke Uehara possesses extensive on-site knowledge, and high decision-making and swift execution capabilities. Since assuming the position of Representative Executive Officer of the Company, he has made swift decisions in a rapidly changing business environment and has vigorously promoted the Group's growth strategy. We propose his reelection because he is expected to continue leveraging his foresight and management skills to contribute to the further advancement and medium- to long-term development of the Group.</p> <p>[Special interest between the candidate and the Company] There is no special interest between the candidate and the Company.</p> <p>[Directors and Officers Liability Insurance Policy] In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Daisuke Uehara for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing his duties. He will remain insured under this policy if reelected as a member of the Board of Directors. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>			

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
2	 <p data-bbox="347 600 564 752"> Kanako Ito (September 4, 1979) (46 years old) <u>Internal</u> <u>Reelection</u> </p> <p data-bbox="331 761 576 913"> Tenure as Member of the Board of Directors 2 years (as of the conclusion of this meeting) </p> <p data-bbox="338 922 569 1003"> Attendance at Board of Directors meetings 13/13 (100%) </p>	<p data-bbox="596 295 1203 721"> July 2007 Joined Customer Relation Telemarketing Co., Ltd. Apr. 2020 Managing Executive Officer Mar. 2022 Executive Officer of the Company Apr. 2022 Vice President of Customer Relation Telemarketing Co., Ltd. Aug. 2023 Director and Vice President Mar. 2024 Member of the Board of Directors and Executive Officer of the Company (current position) Apr. 2024 President and Representative Member of the Board of Directors of Customer Relation Telemarketing Co., Ltd. (current position) </p> <p data-bbox="596 730 1139 810"> [Significant concurrent positions outside the Company] President and Representative Member of the Board of Directors of Customer Relation Telemarketing Co., Ltd. </p>	53,600 shares
<p data-bbox="322 1019 1394 1137"> [Reasons for nomination as candidate for Member of the Board of Directors and overview of expected role] Since Kanako Ito joined Customer Relation Telemarketing Co., Ltd., the core business company of the Company, she has contributed to expanding business of that company, leveraging her extensive experience and insight. </p> <p data-bbox="322 1146 1394 1205"> We propose her reelection because she is expected to continue contributing to the development of the Group in light of her track record. </p> <p data-bbox="322 1214 983 1272"> [Special interest between the candidate and the Company] There is no special interest between the candidate and the Company. </p> <p data-bbox="322 1281 1385 1429"> [Directors and Officers Liability Insurance Policy] In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Kanako Ito for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing her duties. She will remain insured under this policy if reelected as a member of the Board of Directors. </p> <p data-bbox="322 1438 1302 1451"> In addition, when the policy is renewed, the Company plans to renew the policy with the same terms. </p>			

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
3	 <p data-bbox="355 600 544 757">Yuki Kobayashi (October 20, 1982) (43 years old) <u>Internal</u> <u>Reelection</u></p> <p data-bbox="323 763 576 920">Tenure as Member of the Board of Directors 10 years and 9 months (as of the conclusion of this meeting)</p> <p data-bbox="336 920 568 1010">Attendance at Board of Directors meetings 13/13 (100%)</p> <p data-bbox="323 1010 576 1099">Attendance at Nominating Committee meetings 9/9 (100%)</p>	<p data-bbox="595 293 1206 421">July 2005 Joined HIKARI TSUSHIN, Inc. Oct. 2011 Representative Member of the Board of Directors of Customer Relation Telemarketing Co., Ltd.</p> <p data-bbox="595 427 1206 517">June 2015 President and CEO, Representative Member of the Board of Directors of the Company [formerly CRTM Holdings Co., Ltd.]</p> <p data-bbox="595 524 1206 651">Mar. 2022 Member of the Board of Directors, President and CEO, Representative Executive Officer Nominating Committee Member (current position)</p> <p data-bbox="595 658 1206 714">July 2024 Member of the Board of Directors (current position)</p>	162,800 shares
<p data-bbox="323 1115 1374 1272">[Reasons for nomination as candidate for Member of the Board of Directors and overview of expected role] Yuki Kobayashi has spearheaded the Group as its founding manager through his capabilities to decide courageously and execute swiftly, in addition to strong leadership and outstanding farseeing intelligence. We propose his reelection because he is expected to continue contributing to the sustainable growth of the Group in light of his track record.</p> <p data-bbox="323 1279 1358 1406">[Special interest between the candidate and the Company] To provide funding for exercising the “4th Share Acquisition Rights” that the Company granted to Twenty-three seven Inc., where Yuki Kobayashi concurrently serves as a Representative Director, the Company has entered into a loan agreement with Twenty-three seven Inc.</p> <p data-bbox="323 1413 1326 1592">[Directors and Officers Liability Insurance Policy] In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Yuki Kobayashi for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing his duties. He will remain insured under this policy if reelected as a member of the Board of Directors.</p> <p data-bbox="323 1599 1294 1619">In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>			

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
4	 <p>Atsuhiko Ikeda (July 8, 1983) (42 years old) <u>Internal</u> <u>Reelection</u> Tenure as Member of the Board of Directors 5 years (as of the conclusion of this meeting) Attendance at Board of Directors meetings 13/13 (100%)</p>	<p>Dec. 2008 Joined Ernst & Young ShinNihon LLC Sept. 2012 Registered as a certified public accountant July 2016 Joined Integral Corporation Mar. 2021 President and Representative Member of the Board of Directors of Medici Co., Ltd. [currently aial Co., Ltd.] Mar. 2021 Member of the Board of Directors of the Company Sept. 2023 Member of the Board of Directors, Executive Officer and CSO Jan. 2024 Executive Director of Integral Corporation (current position) Mar. 2024 Member of the Board of Directors of the Company (current position) Dec. 2025 Representative Director of ANCHORS Co., Ltd. (current position)</p> <p>[Significant concurrent positions outside the Company] Executive Director of Integral Corporation Representative Director of ANCHORS Co., Ltd.</p>	0 shares
<p>[Reasons for nomination as candidate for Member of the Board of Directors and overview of expected role] Atsuhiko Ikeda is a certified public accountant, and he has been involved in the Group's business strategy, etc. to improve its business performance, leveraging his experience and insight cultivated through his career. We propose his reelection because he is expected to continue contributing to the development of the Group. [Special interest between the candidate and the Company] There is no special interest between the candidate and the Company. [Directors and Officers Liability Insurance Policy] In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Atsuhiko Ikeda for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing his duties. He will remain insured under this policy if reelected as a member of the Board of Directors. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>			

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
5	 <p>Kensaku Mizutani (March 8, 1974) (52 years old) <u>Outside</u> <u>Reelection</u> Tenure as Outside Member of the Board of Directors 8 years and 6 months (as of the conclusion of this meeting) Attendance at Board of Directors meetings 13/13 (100%) Attendance at Nominating Committee meetings 9/9 (100%)</p>	<p>Apr. 1998 Joined Mitsubishi Corporation Feb. 2005 Joined Morgan Stanley Japan Securities [currently Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.] Dec. 2007 Board Member of Integral Corporation (current position) June 2017 Representative Director and Chairman of Horiifood service Co., Ltd. Sept. 2017 Outside Member of the Board of Directors of the Company [formerly CRTM Holdings Co., Ltd.] (current position) Mar. 2024 Nominating Committee Member (current position)</p> <p>[Significant concurrent positions outside the Company] Board Member of Integral Corporation</p>	0 shares
<p>[Reasons for nomination as candidate for Outside Member of the Board of Directors and overview of expected role] Kensaku Mizutani is well versed in business analysis, economic trends and other fields through his extensive management experience and insight, and offers opinions and advice on management improvements, business reform and others. We propose his reelection as an outside member of the Board of Directors because he is expected to continue contributing to strengthening the supervisory functions of the Board of Directors from an outside viewpoint.</p> <p>[Special interest between the candidate and the Company] There is no special interest between the candidate and the Company.</p> <p>[Limited liability agreement] The Company has entered into a limited liability agreement with Kensaku Mizutani, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to limit his liability under Article 423, paragraph (1) of the said Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If the reelection of Mr. Mizutani is approved, the Company plans to renew the aforementioned agreement with him.</p> <p>[Directors and Officers Liability Insurance Policy] In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Kensaku Mizutani for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing his duties. He will remain insured under this policy if reelected as a member of the Board of Directors. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>			

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
6	 <p>Toshio Miyake (June 28, 1952) (73 years old)</p> <p><u>Outside</u> <u>Reelection</u> <u>Independent</u></p> <p>Tenure as Outside Member of the Board of Directors 4 years (as of the conclusion of this meeting)</p> <p>Attendance at Board of Directors meetings 13/13 (100%)</p> <p>Attendance at Audit Committee meetings 15/15 (100%)</p>	<p>Apr. 1976 Joined Teijin Limited</p> <p>Sept. 1989 Joined Urban life Co., Ltd</p> <p>Mar. 2006 Managing Director and Operating Officer</p> <p>Mar. 2009 Representative Director and Vice President of Urban Services Co., Ltd. [currently Kanden Community Co., Ltd.]</p> <p>Dec. 2018 Outside Audit & Supervisory Board Member of the Company (full-time)</p> <p>July 2021 Outside Member of the Board of Directors of E2Care Holdings Co., Ltd.</p> <p>Mar. 2022 Outside Member of the Board of Directors of the Company (current position) Chairperson of Audit Committee (full-time) (current position)</p>	0 shares
<p>[Reasons for nomination as candidate for Outside Member of the Board of Directors and overview of expected role]</p> <p>Toshio Miyake has deepened his knowledge of finance and accounting through audits of the Company and its subsidiaries. We propose his reelection as an outside member of the Board of Directors because he is expected to continue contributing to strengthening the supervisory functions of the Board of Directors from an outside viewpoint.</p> <p>[Special interest between the candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p> <p>[Independence]</p> <p>The Company has submitted notification to Tokyo Stock Exchange, Inc. that Toshio Miyake has been designated as an independent officer as provided for by the aforementioned exchange. If he is reelected as a member of the Board of Directors, the Company plans for his designation as an independent officer to continue.</p> <p>[Limited liability agreement]</p> <p>The Company has entered into a limited liability agreement with Toshio Miyake, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to limit his liability under Article 423, paragraph (1) of the said Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If the reelection of Mr. Miyake is approved, the Company plans to renew the aforementioned agreement with him.</p> <p>[Directors and Officers Liability Insurance Policy]</p> <p>In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Toshio Miyake for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing his duties. He will remain insured under this policy if reelected as a member of the Board of Directors.</p> <p>In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>			

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
7	 <p>Yuka Matsubara (September 26, 1984) (41 years old) <u>Outside</u> <u>Reelection</u> <u>Independent</u></p> <p>Tenure as Outside Member of the Board of Directors 4 years (as of the conclusion of this meeting)</p> <p>Attendance at Board of Directors meetings 13/13 (100%)</p> <p>Attendance at Audit Committee meetings 15/15 (100%)</p>	<p>Dec. 2010 Registered as an attorney at law</p> <p>Jan. 2011 Joined Nishimura & Asahi</p> <p>Apr. 2019 Seconded to MUFG Bank, Ltd.</p> <p>Oct. 2020 Returned to Nishimura & Asahi</p> <p>Feb. 2021 Joined Hifumi Law (current position)</p> <p>July 2021 Outside Audit & Supervisory Board Member of GENDA Inc. (current position)</p> <p>Mar. 2022 Outside Member of the Board of Directors of the Company (current position) Nominating Committee Member Audit Committee Member (current position)</p> <p>June 2025 Outside Audit & Supervisory Board Member of Giftmall.inc (current position)</p> <p>[Significant concurrent positions outside the Company] Lawyer at Hifumi Law Outside Audit & Supervisory Board Member of GENDA Inc. Outside Audit & Supervisory Board Member of Giftmall.inc</p>	0 shares

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
		<p>[Reasons for nomination as candidate for Outside Member of the Board of Directors and overview of expected role]</p> <p>Yuka Matsubara is a lawyer specializing in corporate legal affairs. She has outstanding expertise and insight and has also worked at financial institutions. We propose her reelection as an outside member of the Board of Directors because she is expected to contribute to strengthening the supervisory functions of the Board of Directors by providing advice and recommendations from a legal perspective on issues such as ensuring compliance and risk management.</p> <p>Ms. Matsubara has never in the past been involved in the management of a company except as an outside officer. However, the Company judges she will appropriately fulfill her duties as an outside member of the Board of Directors based on the above reasons.</p> <p>[Special interest between the candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p> <p>[Independence]</p> <p>The Company has submitted notification to Tokyo Stock Exchange, Inc. that Yuka Matsubara has been designated as an independent officer as provided for by the aforementioned exchange. If she is reelected as a member of the Board of Directors, the Company plans for her designation as an independent officer to continue.</p> <p>[Limited liability agreement]</p> <p>The Company has entered into a limited liability agreement with Yuka Matsubara, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to limit her liability under Article 423, paragraph (1) of the said Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If the reelection of Ms. Matsubara is approved, the Company plans to renew the aforementioned agreement with her.</p> <p>[Directors and Officers Liability Insurance Policy]</p> <p>In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Yuka Matsubara for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing her duties. She will remain insured under this policy if reelected as a member of the Board of Directors.</p> <p>In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>	

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
8	 <p>Emi Yoneda (January 20, 1984) (42 years old) <u>Outside</u> <u>Reelection</u> <u>Independent</u> Tenure as Outside Member of the Board of Directors 4 years (as of the conclusion of this meeting) Attendance at Board of Directors meetings 13/13 (100%) Attendance at Nominating Committee meetings 9/9 (100%) Attendance at Remuneration Committee meetings 6/6 (100%)</p>	<p>Dec. 2004 Joined Shin Nihon & Co. [currently Ernst & Young ShinNihon LLC] Sept. 2013 Representative of Yoneda Accounting Firm (current position) Sept. 2014 Director and Vice President of CHIYEYA CO., LTD. Mar. 2018 Director of Japan Professional Football League (J.League) Jan. 2021 Representative Director of general incorporated association n=1 (current position) June 2021 Director of Japan Handball League July 2021 Director of Federation Japonaise d'Escrime Nov. 2021 Outside Director (Audit & Supervisory Committee Member) of Paycloud Holdings Inc. [formerly arara inc.] (current position) Mar. 2022 Outside Member of the Board of Directors of the Company (current position) Audit Committee Member Remuneration Committee Member (current position) June 2022 Outside Audit & Supervisory Board Member of YOKOWO CO., LTD. Mar. 2024 Chairperson of Nominating Committee of the Company (current position) June 2024 Outside Director of YOKOWO CO., LTD. (current position) [Significant concurrent positions outside the Company] Representative of Yoneda Accounting Firm Representative Director of general incorporated association n=1 Outside Director (Audit & Supervisory Committee Member) of Paycloud Holdings Inc. [formerly arara inc.] Outside Director of YOKOWO CO., LTD.</p>	0 shares

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
		<p>[Reasons for nomination as candidate for Outside Member of the Board of Directors and overview of expected role] Emi Yoneda has expertise in finance and accounting as a certified public accountant and has also been involved in managing companies and other organizations. She has extensive insights regarding diversity and is serving as the director of Japan Professional Football League (J.League) and other positions. We propose her reelection as an outside member of the Board of Directors because it is expected that she will continue contributing to strengthening the supervisory functions of the Board of Directors by providing advice and recommendations on issues such as sustainable management and human resources development from a wide range of perspectives.</p> <p>[Special interest between the candidate and the Company] There is no special interest between the candidate and the Company.</p> <p>[Independence] The Company has submitted notification to Tokyo Stock Exchange, Inc. that Emi Yoneda has been designated as an independent officer as provided for by the aforementioned exchange. If she is reelected as a member of the Board of Directors, the Company plans for her designation as an independent officer to continue.</p> <p>[Limited liability agreement] The Company has entered into a limited liability agreement with Emi Yoneda, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to limit her liability under Article 423, paragraph (1) of the said Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under laws and regulations. If the reelection of Ms. Yoneda is approved, the Company plans to renew the aforementioned agreement with her.</p> <p>[Directors and Officers Liability Insurance Policy] In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover Emi Yoneda for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing her duties. She will remain insured under this policy if reelected as a member of the Board of Directors. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>	

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
9	 <p>Kenzo Hashizume (June 22, 1971) (54 years old) <u>Outside</u> <u>New election</u> <u>Independent</u></p> <p>Tenure as Outside Member of the Board of Directors –</p> <p>Attendance at Board of Directors meetings –</p> <p>Attendance at Audit Committee meetings –</p>	<p>Nov. 2001 Joined ChuoAoyama Audit Corporation June 2005 Transferred to PwC Advisory Co., Ltd. [currently PwC Advisory LLC] Sept. 2006 Joined SG Holdings Co., Ltd. June 2023 Representative Director of LOTUS ADVISORY Co., Ltd. (current position) Apr. 2024 Outside Director of PAL Co., Ltd (current position) Aug. 2024 Outside Audit & Supervisory Board Member of GMO Commerce, Inc. Mar. 2025 Outside Director [Audit and Supervisory Committee Member] of GMO Commerce, Inc. (current position) Mar. 2025 Director of CBcloud Co., Ltd. (current position) Dec. 2025 Senior Partner of LOTUS Tax Accountant Corporation (current position)</p> <p>[Significant concurrent positions outside the Company] Representative Director of LOTUS ADVISORY Co., Ltd. Senior Partner of LOTUS Tax Accountant Corporation Outside Director [Audit and Supervisory Committee Member] of GMO Commerce, Inc.</p>	0 shares
<p>[Reasons for nomination as candidate for Outside Member of the Board of Directors and overview of expected role] Kenzo Hashizume has specialist knowledge in finance and accounting as a certified public accountant as well as extensive practical achievements in overseeing listed projects and in building and strengthening of internal control systems as the person responsible for corporate planning and financial planning. We propose his election as an outside member of the Board of Directors because he is expected to offer advice and supervision for the further enhancement of internal controls, as well as contribute to strengthening the supervisory functions of the Board of Directors through constructive dialogue with audit firms, the internal audit division, and the executing side as an outside member of the Board of Directors.</p> <p>[Special interest between the candidate and the Company] There is no special interest between the candidate and the Company.</p> <p>[Independence] If Kenzo Hashizume is elected, the Company plans to submit notification to Tokyo Stock Exchange, Inc. concerning his designation as an independent officer.</p> <p>[Limited liability agreement] The Company plans to enter into a limited liability agreement with Kenzo Hashizume, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to limit his liability under Article 423, paragraph (1) of the said Act. The maximum amount of liability for damages under this agreement shall be the minimum liability amount provided for under laws and regulations.</p> <p>[Directors and Officers Liability Insurance Policy] In accordance with Article 430-3, paragraph (1) of the Companies Act, the Company has entered into a directors and officers liability insurance policy with an insurance company. This policy will cover directors and officers for damages, legal costs, etc. that may arise if claims for damages are made in the course of performing their duties. He will be insured under this policy if elected as a member of the Board of Directors. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms.</p>			

[Criteria for Independence of Outside Members of the Board of Directors]

The Company has established criteria for determining independence and considers persons who do not fall under any of the following matters to be independent outside members of the Board of Directors.

1. A person who executes business of the Group (the Company or its consolidated subsidiary; the same hereinafter) or who has executed business of the Group in the past ten (10) years
2. A party whose major business partner is the Group (major business partner refers to cases where the transaction amount between that company, etc. and the Group accounts for 1% or more of the consolidated net sales or transaction amount of both parties) or a person who executes business thereof
3. A party who has a major business relationship with the Group (major business relationship refers to cases where the transaction amount between that company, etc. and the Group accounts for 1% or more of the consolidated net sales or transaction amount of both parties) or a person who executes business thereof
4. A major shareholder of the Company (a shareholder holding 10% or more of the total voting rights) or a person who executes business thereof, or a party in which the Group is a major shareholder
5. A person who executes business of an organization or a corporation that has received large donations, loans or guarantees from the Group
6. A person who executes business of a company involved in mutual dispatch of directors to and from the Group
7. An attorney at law, a certified public accountant, a consultant or other such person who receives money or other assets of ¥10 million or more from the Group other than officer remuneration (if the person receiving such assets belongs to a corporation, partnership or other organization, then such organization that receives money or other assets in transactions with the Group worth 1% or more of the consolidated net sales or transaction amount of both parties and ¥10 million or more).
8. For items 2. through 7. above, a person for whom the conditions have been applicable for any of the past five fiscal years
9. Spouse or relative within the second degree of a person who falls under any of items 1. through 8. above

[Reference]

1. If the Proposal (Election of Nine Members of the Board of Directors) is approved and adopted as submitted, a majority (five) (55%) of the Company's members of the Board of Directors shall be outside members of the Board of Directors, and three (33%) shall be women.
2. It is intended that the members of the Nominating Committee, the Audit Committee, and the Remuneration Committee shall, at the Board of Directors meeting following the conclusion of this meeting, comprise the following.

Nominating Committee	Emi Yoneda (Chairperson, Outside Member of the Board of Directors)
	Kensaku Mizutani (Outside Member of the Board of Directors)
	Yuki Kobayashi (Member of the Board of Directors)
Audit Committee	Toshio Miyake (Chairperson, Outside Member of the Board of Directors)
	Yuka Matsubara (Outside Member of the Board of Directors)
	Kenzo Hashizume (Outside Member of the Board of Directors)
Remuneration Committee	Kensaku Mizutani (Chairperson, Outside Member of the Board of Directors)
	Emi Yoneda (Outside Member of the Board of Directors)
	Daisuke Uehara (Member of the Board of Directors)

3. Categories of skills and experience sought by the Company are as follows.

Name	Management experience	Industry knowledge	Business strategy	Finance and accounting	Legal affairs and risk management	Personnel, labor and human resource development	Sustainability
Daisuke Uehara	•	•	•			•	
Kanako Ito	•	•	•			•	
Yuki Kobayashi	•	•	•			•	•
Atsuhiko Ikeda		•	•	•	•		
Kensaku Mizutani	•	•	•			•	
Toshio Miyake	•		•		•	•	
Yuka Matsubara				•	•	•	•
Emi Yoneda	•			•		•	•
Kenzo Hashizume	•		•	•	•		

4. Criteria for election of Members of the Board of Directors

For the composition of the overall Board of Directors of the Company, its basic policy is that the Board of Directors should be composed of a majority of outside members and at least 20% of female members of the Board of Directors in light of diversity. Under this policy, based on the policies and criteria for selecting candidates for members of the Board of Directors and in consideration of matters such as the business environment and management strategy of the Company, the Nominating Committee appoints as internal members of the Board of Directors (including those who concurrently serve as Executive Officers) the persons who have the expertise in areas such as industry trends, finance and accounting, legal affairs and risk management and human resources strategy, and the abilities and other qualities for handling management issues, and as outside members of the Board of Directors the courageous persons who provide proper advice and opinions on matters such as building internal control systems and managing risks from an external perspective based on the management experience or the insight and experience as experts such as attorneys at law and certified public accountants.

Management experience	Has knowledge, experience and abilities related to corporate management and organizational operations and can make proper and quick management decisions such as promptly reacting to environmental changes.
Industry knowledge	Is well versed in industry trends, has extensive knowledge and experience, and also grasps market trends accurately and is insightful and forward-looking.
Business strategy	Can read business environmental changes and customers' needs accurately and formulate strategic business plans quickly that are suitable for the Company's actual circumstances such as revising business portfolios.
Finance and accounting	Has insight, experience and abilities related to finance and accounting and is also qualified as a certified public accountant or tax accountant.
Legal affairs and risk management	Has knowledge, experience and abilities related to risk management, compliance and corporate governance and is also qualified as an attorney at law.
Personnel, labor and human resource development	Has insight and experience related to the development and securing of diverse human resources that are an important management resource of the Company, diversity promotion and human resources strategy.
Sustainability	Has knowledge and experience such as those related to environment, society and governance and can also offer opinions for the Company to take initiatives toward realizing a sustainable society.

[Corporate Governance System]

The Company is striving to enhance its corporate governance in order to fulfill its social responsibility as a good corporate citizen. Therefore, it is working to improve the soundness and transparency of management. It also sees sustainable growth and enhancing medium- to long-term corporate value as top-priority management issues, and strives to build relationships of trust with stakeholders, including shareholders, investors, employees and business partners.

Diagram of Corporate Governance System

