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 4, 2026
(Commencement of electronic provision) May 28, 2026

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 152nd Annual General Meeting of Shareholders

It is a pleasure to inform you that the 152nd 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 Thursday, June 25, 2026 at 5 p.m.

1. **Date and Time:** Friday, June 26, 2026 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 152nd term (from April 1, 2025 to March 31, 2026)
   2. Report on the Non-consolidated Financial Statements for the 152nd term (from April 1, 2025 to March 31, 2026)

   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 stable dividends with a target of a consolidated dividend payout ratio of 30% and a ratio of dividends to net assets of 2%. 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 152nd term as follows:

(i) Type of dividend property
Cash

(ii) Allotment of dividend property and their aggregate amount
¥45 per common share of the Company Aggregate amount: ¥552,198,420
Since the Company has already paid an interim dividend of ¥45 per common share, the total annual dividend for the fiscal year under review will be ¥90 per common share, including the interim dividend.

(iii) Effective date of dividend of surplus
June 29, 2026

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

The terms of office of all six 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). Therefore, the Company proposes the election of 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.
The Audit and Supervisory Committee has judged this proposal to be appropriate as a result of discussions based on the deliberations of the Nomination and Remuneration Committee.
The candidates for Director are as follows:

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

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, and position and responsibilities in the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">1</td><td>Masayuki Imai
(August 7, 1968)

Re-election

Attendance at Board of Directors meetings
13/13</td><td>Apr. 1992 Joined the Company
June 2017 Director and Head of Corporate Planning Department (delegated)
June 2018 Head of Corporate Strategy Department (delegated)
Apr. 2019 Executive Officer
Apr. 2020 Managing Executive Officer
Apr. 2022 Senior Managing Executive Officer
Apr. 2023 Representative Director and President (to present)
Apr. 2023 Executive Officer and President (to present)</td><td>4,800</td></tr>
<tr><td colspan="3">■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
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 Group, but also been in charge of the Transportation Department to appropriately perform duties and fulfill responsibilities as Director. He currently serves as Representative Director and President of the Company and 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.</td></tr>
<tr><td rowspan="2">2</td><td>Yoshiyuki Oki
(April 27, 1961)

Re-election

Attendance at Board of Directors meetings
13/13</td><td>Apr. 1984 Joined the Company
June 2008 Director and Head of Business Planning Department (delegated)
June 2009 Head of Business Department (delegated)
May 2010 Head of Corporate Planning Department (delegated)
June 2013 Managing Director
Apr. 2019 Executive Officer
June 2019 Director (to present)
June 2019 Managing Executive Officer
Apr. 2020 Senior Managing Executive Officer (to present)
Apr. 2021 Head of General Affairs Department (delegated)
Apr. 2023 Head of Real Estate Department (delegated)
■Responsibilities
In charge of Real Estate Department</td><td>6,900</td></tr>
<tr><td colspan="3">■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
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.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, and position and responsibilities in the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">3</td><td>Koji Hoshino
(April 26, 1955)

Re-election
Outside

Attendance at Board of Directors meetings
12/13</td><td>Apr. 1978 Joined Odakyu Electric Railway Co., Ltd.
June 2003 Executive Officer
June 2008 Director
June 2010 President & CEO (Representative Director) of Odakyu Bus Co., Ltd.
June 2013 Managing Director of Odakyu Electric Railway Co., Ltd.
June 2013 Executive Officer
June 2015 Executive Director
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)
■Significant concurrent positions outside the Company
Chairman and Representative Director of Odakyu Electric Railway Co., Ltd.</td><td>–</td></tr>
<tr><td colspan="3">■Relationship of special interest with the Company
The candidate serves as Chairman and Representative Director of Odakyu Electric Railway Co., Ltd. (“Odakyu Electric Railway”). The Company rents real estate from Odakyu Electric Railway and has other transactions with it. Odakyu Electric Railway engages in businesses of the same business category in the real estate business as the Company does.
■Reasons for nomination as candidate for Outside Director and outline of the expected roles
As part of the Odakyu Group, the Company believes running its businesses in cooperation with Odakyu Electric Railway Co., Ltd. will create synergy with railways. The Company requests his election as Outside Director in order to capitalize on his extensive experience and knowledge as the company executive of Odakyu Electric Railway in the management of the Company and improve the function of its Board of Directors. 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.</td></tr>
<tr><td rowspan="2">4</td><td>Masahiro Yuki
(October 11, 1968)

Re-election
Outside
Independent officer

Attendance at Board of Directors meetings
13/13</td><td>Apr. 1991 Joined The Yokohama Rubber Co., Ltd.
Mar. 2019 Executive Officer (to present)
Mar. 2023 Director (to present)
June 2023 Director of the Company (to present)
■Significant concurrent positions outside the Company
Member of the Board of The Yokohama Rubber Co., Ltd.</td><td>1,400</td></tr>
<tr><td colspan="3">■Relationship of special interest with the Company
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 chair of the Nomination and Remuneration Committee.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, and position and responsibilities in the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">5</td><td>Toshiya Morishige
(June 15, 1955)

Re-election
Outside
Independent officer

Attendance at Board of Directors meetings
13/13</td><td>Apr. 1980 Joined Ministry of Transport (current Ministry of Land, Infrastructure, Transport and Tourism)
Aug. 2010 Head of Chubu District Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism
Aug. 2013 Head of Maritime Bureau, Ministry of Land, Infrastructure, Transport and Tourism
July 2015 Vice-Minister for Land, Infrastructure, Transport and Tourism, Ministry of Land, Infrastructure, Transport and Tourism
Nov. 2016 Advisor, Mitsui Sumitomo Insurance Company, Limited
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
June 2024 Director of the Company (to present)</td><td>300</td></tr>
<tr><td colspan="3">■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 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 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.</td></tr>
</table>

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, and position and responsibilities in the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">6</td><td>Ayako Kino
(September 6, 1971)

Re-election
Outside
Independent officer

Attendance at Board of Directors meetings
10/10</td><td>Apr. 1997 Appointed Assistant Judge of the Tokyo District Court
Apr. 2007 Judge of the Toyohashi Branch of the Nagoya District Court
Apr. 2008 Judge of the Chiba District Court
Apr. 2010 Registered as an attorney at law, joined Iino Yashiro Horiguchi Law Office
Apr. 2016 Opened Kinorr Tokyo Law Office (to present)
Apr. 2024 Vice-President of Dai-Ichi Tokyo Bar Association
Apr. 2024 Executive Governor of Japan Federation of Bar Associations
June 2024 Outside Corporate Auditor of TEKKEN CORPORATION (to present)
Feb. 2025 Outside Audit & Supervisory Board Member of FP Partner Inc. (to present)
June 2025 Director of the Company (to present)
■Significant concurrent positions outside the Company
Representative of Kinorr Tokyo Law Office
Outside Corporate Auditor of TEKKEN CORPORATION
Outside Audit & Supervisory Board Member of FP Partner Inc.</td><td>–</td></tr>
<tr><td colspan="3">■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
Ms. Kino 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 Outside Director in order to capitalize in the management of the Company on her extensive experience and broad range of knowledge as a judge and attorney at law 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 she will be able to appropriately fulfill such roles. If she is elected, the Company expects her 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.</td></tr>
</table>

Notes:
1. Koji Hoshino, Masahiro Yuki, Toshiya Morishige, and Ayako Kino are candidates for Outside Director.
2. The Company has submitted notification to the Tokyo Stock Exchange that Masahiro Yuki, Toshiya Morishige, and Ayako Kino have been designated as independent officers as provided for by the aforementioned exchange.
3. Koji Hoshino, Masahiro Yuki, Toshiya Morishige, and Ayako Kino currently serve as Outside Directors of the Company. The tenure of Koji Hoshino, Masahiro Yuki, Toshiya Morishige, and Ayako Kino as Outside Directors will be nine years, three years, two years, and one year at the conclusion of this meeting, respectively.
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 2026.
5. In August 2025, while Ayako Kino was serving as an Outside Audit & Supervisory Board Member of FP Partner Inc., the company received a business improvement order from the Kanto Local Finance Bureau pursuant to the Insurance Business Act, as issues were identified in relation to its management and governance structures as an insurance agency, its insurance solicitation management structures, and other matters. This matter related to circumstances that existed prior to her appointment as an Outside Audit & Supervisory Board Member of FP Partner Inc. However, following the issuance of the business improvement order, she has appropriately fulfilled her duties by making recommendations, as appropriate, at the meetings of the Board of Directors and the Board of Audit & Supervisory Board Members toward strengthening the company’s compliance framework.

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	Director who is an Audit and Supervisory Committee Member	Re-election
2	Shigeyuki Amimoto	Director who is an Audit and Supervisory Committee Member	Re-election Outside Independent officer
3	Harumi Katagiri	Director who is an Audit and Supervisory Committee Member	Re-election Outside Independent officer

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th>Career summary, and position and responsibilities in the Company</th><th>Number of the Company’s shares owned</th></tr>
<tr><td rowspan="2">1</td><td>Toshio Sumiyoshi
(December 20, 1962)

Re-election

Attendance at Board of Directors meetings
13/13

Attendance at Audit and Supervisory Committee meetings
12/12</td><td>Apr. 1985 Joined the Company
June 2015 Head of Accounting Department
June 2016 Director and Head of Accounting Department (delegated)
Apr. 2018 Head of Human Resources Department (delegated)
Apr. 2019 Representative Director and President of Kanagawa Chuo Kotsu East Co., Ltd.
Apr. 2020 Representative Director and President of KANACHUSHOJI Co., Ltd.
June 2021 Full-time Audit & Supervisory Board Member of the Company
Apr. 2022 Managing Executive Officer
June 2024 Director who is an Audit and Supervisory Committee Member of the Company (to present)</td><td>3,600</td></tr>
<tr><td colspan="3">■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 continue to contribute to the management of the Company and, accordingly, request his election as Director who is an Audit and Supervisory Committee Member.</td></tr>
<tr><td rowspan="2">2</td><td>Shigeyuki Amimoto
(March 28, 1957)

Re-election
Outside
Independent officer

Attendance at Board of Directors meetings
13/13

Attendance at Audit and Supervisory Committee meetings
12/12</td><td>Mar. 1985 Registered as certified public accountant
May 1986 Joined Century Audit Corporation (current Ernst & Young ShinNihon LLC)
May 2003 Representative Partner of Shin Nihon & Co. (current Ernst & Young ShinNihon LLC)
July 2017 Opened Shigeyuki Amimoto Certified Public Accountants Office (to present)
June 2024 Director who is an Audit and Supervisory Committee Member of the Company (to present)
■Significant concurrent positions outside the Company
Representative, Shigeyuki Amimoto Certified Public Accountants Office</td><td>–</td></tr>
<tr><td colspan="3">■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 an Audit and Supervisory Committee Member, and outline of the expected roles
Mr. Amimoto has never been involved in the management of a company in the past. However, the Company requests his election as Director who is an Audit and Supervisory Committee Member in order to capitalize on his extensive experience and broad range of knowledge related to 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 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.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, and position and responsibilities in the Company	Number of the Company's shares owned
3	Harumi Katagiri (December 29, 1968) Re-election Outside Independent officer Attendance at Board of Directors meetings 13/13 Attendance at Audit and Supervisory Committee meetings 12/12	Nov. 1993 Joined Asahi & Co. (current KPMG AZSA LLC) Apr. 1998 Registered as certified public accountant Mar. 2000 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) Mar. 2018 Outside Director of Tamron Co., Ltd. June 2019 Supervisory Director of MORI TRUST REIT, Inc. June 2019 Outside Director and Audit and Supervisory Committee Member of Japan Asia Investment Co., Ltd. June 2024 Director who is an Audit and Supervisory Committee Member of the Company (to present) ■Significant concurrent positions outside the Company Representative, Harumi Katagiri Certified Public Accountants' Office	–
	■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 an Audit and Supervisory Committee Member, and outline of the expected roles 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 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.		

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. Shigeyuki Amimoto and Harumi Katagiri currently serve as Outside Directors who are Audit and Supervisory Committee Members of the Company, and at the conclusion of this meeting, their tenure as Outside Directors will be two years.
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 2026.

<Reference Information>

Concept on the Composition of the Board of Directors

The Directors of the Company are expected to respond rapidly to changes in the business environment and to provide appropriate oversight of the execution of business toward the realization of the long-term vision. Based on the key issues described in the medium-term management plan and the core strategies for strengthening our management foundation, the following have been identified as the key skills that should be held by Directors.

Taking into consideration the experience and expertise in relation to each respective skill, as well as the individual capabilities and diversity of each Director, the Board of Directors has been structured so as to ensure an optimal overall composition.

●Reasons for Skill Selection

Item	Reasons for Selection
Company Management	Because in order to respond to changes in the business environment as well as customer needs, and to fulfill the management philosophy of contributing to the irreplaceable moments and enriched lives of customers, experience in and knowledge of company management are essential.
Finance & Accounting	Because in order to maintain accurate and appropriate financial reporting and financial soundness, as well as to promote growth investments and enhanced shareholder returns aimed at the enhancement of sustainable corporate value, experience in and knowledge of finance & accounting are essential.
Governance & Risk Management	Because in order to accurately ascertain management risks associated with each of the Group's businesses and to oversee fair business operations, knowledge of governance & risk management is essential.
Personnel & Labor Relations	Because in order to promote initiatives that strengthen talent acquisition and development, which are the engines of corporate growth, and to foster a workplace environment where diverse talent can thrive, knowledge of personnel & labor relations is essential.
Sustainability	Because in order to contribute to solving social issues faced by local communities and to realize both a sustainable society and ongoing increases in corporate value, toward our aim of becoming a community value-creating company, knowledge of sustainability is essential.
IT & Digital	Because in order to drive digital transformation across existing businesses and internal operations, as well as to strengthen information security, through the proactive use of digital technologies, knowledge of IT & digital is essential.
Transportation Business	Because in order to advance initiatives aimed at the realization of sustainable mobility services as a new strategic direction for the passenger vehicle business, specialized knowledge of the transportation business is essential.

●Skills Matrix of Each Director (assuming Proposal No. 2 and No. 3 are approved as originally proposed)

Position	Name	Skill						
		Company Management	Finance & Accounting	Governance & Risk Management	Personnel & Labor Relations	Sustainability	IT & Digital	Transportation Business
Director	Masayuki Imai	●	●	●		●	●	●
	Yoshiyuki Oki	●	●	●	●	●		
Director (Outside)	Koji Hoshino	●			●	●		●
Director (Independent Outside)	Masahiro Yuki	●	●					
	Toshiya Morishige							●
	Ayako Kino			●	●			
Director Audit and Supervisory Committee Member	Toshio Sumiyoshi	●	●	●	●		●	
Director Audit and Supervisory Committee Member (Independent Outside)	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 Makiko Okamoto as a Director who is a substitute Audit and Supervisory Committee Member, which was approved at the 151st Annual General Meeting of Shareholders held on June 27, 2025, 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 follows:

Name (Date of birth)	Career summary		Number of the Company's shares owned
Makiko Okamoto (October 21, 1970) Outside	Apr. 1998	Registered as an attorney at law, joined Maruhashi & Miki Law and Tax Firm (current Tenjin Law and Tax Firm)	–
	Apr. 2004	Joined Nobuo Matsumura Law Office (current Progress Law Firm) (to present)	
	June 2006	Transport Safety Investigator, Office of the Director for Transport Safety of Ministry of Land, Infrastructure, Transport and Tourism	
	Apr. 2011	Associate Professor, System Safety Division, Department of Technology Management of Nagaoka University of Technology	
	Apr. 2018	Associate Professor, Faculty of Societal Safety Sciences of Kansai University	
	Apr. 2026	Professor, Faculty of Societal Safety Sciences of Kansai University (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 Ms. Okamoto has never been involved in the management of a company in the past. However, the Company requests her election in order to capitalize on her extensive legal expertise and broad range of insights as a lawyer and involvement in investigations and research concerning transport safety 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.			

Notes:
1. Makiko Okamoto is a candidate for substitute Outside Director.
2. If Ms. Okamoto takes office as a Director who is an Audit and Supervisory Committee Member, the Company plans to submit notification to the Tokyo Stock Exchange that she has been designated as an independent officer 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 due to the insured person being held liable for the execution (including non-execution) of her duties and that are available by law. If the candidate takes office as a Director who is an Audit and Supervisory Committee Member, she will be insured under the said contract.