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(Stock Exchange Code 9672)

March 10, 2026

(Commencement date of the electronic provision measures: March 3, 2026)

**To Shareholders with Voting Rights:**

Mitsuchika Tarao  
President & Director  
TOKYOTOKEIBA Co., Ltd.  
6-8, Omori-kita 1-chome, Ota-ku,  
Tokyo, Japan

**NOTICE OF CONVOCATION OF  
THE 101ST ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We are pleased to inform you that the 101st Annual General Meeting of Shareholders of TOKYOTOKEIBA Co., Ltd. (the “Company”) will be held for the purposes as described below.

In convening this meeting, the Company has taken the electronic provision measures and posted matters for the electronic provision measures on its website below on the Internet.

<https://www.tokyotokeiba.co.jp/ir/stock/meeting.html> (in Japanese only)

The matters for the electronic provision measures are also posted on the website of the Tokyo Stock Exchange (TSE), in addition to the aforementioned website. Please find the information by visiting the TSE’s website (Listed Company Search) linked below. On this page, you can search for the information by entering either the issue name (company name) or the stock exchange code, and then confirm the information by selecting “Basic information” and then “Documents for public inspection/PR information.”

TSE’s website (Listed Company Search)

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

If you do not intend to attend the meeting in person, you can exercise your voting rights in writing or via the Internet, so please exercise your voting rights in writing or via the Internet by no later than 6:00 p.m. Japan time on Wednesday, March 25, 2026, as described in “How to Exercise Your Voting Rights” on page 3 (available in Japanese only).

- 1. Date and Time:** Thursday, March 26, 2026 at 10:00 a.m. Japan time
- 2. Place:** B1 Grand Ballroom TENKU of Tokyo Dome Hotel located at 3-61, Koraku 1-chome, Bunkyo-ku, Tokyo, Japan
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report and the Consolidated Financial Statements for the Company's 102nd Fiscal Year (January 1, 2025–December 31, 2025), and results of audits by the Accounting Auditor and the Board of Corporate Auditors of the Consolidated Financial Statements
  2. Non-consolidated Financial Statements for the Company's 102nd Fiscal Year (January 1, 2025–December 31, 2025)
- Proposals to be resolved:**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Nine (9) Directors
- Proposal 3:** Election of One (1) Corporate Auditor

Notes:

- ⊙ When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- ⊙ Of the matters for the electronic provision measures, the following matters are not included in the documents delivered to shareholders who have requested them in accordance with the provisions of laws and regulations as well as Article 18 of the Company's Articles of Incorporation.
  1. System for Ensuring the Properness of Business Activities and Outline of the Operation Thereof in the Business Report
  2. Notes to Consolidated Financial Statements in the Consolidated Financial Statements
  3. Notes to Non-consolidated Financial Statements in the Non-consolidated Financial StatementsThe Corporate Auditors and the Accounting Auditor have audited all the documents to be audited, including the above matters.
- ⊙ Should the matters for electronic provision measures require revisions, they will be posted on the aforementioned websites.
- ⊙ If exercising your voting rights by proxy, another shareholder holding voting rights of the Company may be chosen as proxy to exercise your voting rights; provided, however, that written proof of their right of proxy is submitted.
- ⊙ The reception is scheduled to open at 9:00 a.m. on the day of the General Meeting. Please also bring this "Notice of Convocation" with you to conserve resources.

# Reference Documents for the General Meeting of Shareholders

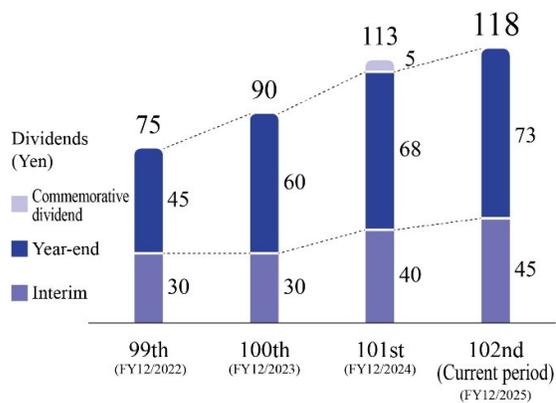
## Proposals and References

### Proposal 1: Appropriation of Surplus

The Company proposes the year-end dividend for the fiscal year under review be appropriated as follows, taking operating performance, the future business environment and other factors into consideration.

Type of dividend property	Cash
Matters concerning the allotment of dividend property and the total amount	73 yen per share of the common stock of the Company Total dividends of 1,900,718,885 yen
Effective date of distribution of surplus	March 27, 2026

### Reference Trends in the annual dividends per share



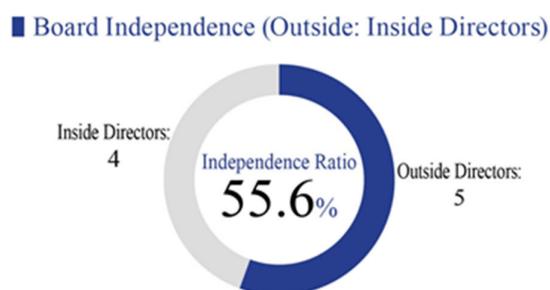
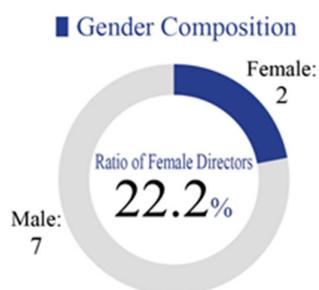
**Proposal 2: Election of Nine (9) Directors**

On December 14, 2025, Director Koji Sato passed away, and the term of office of eight (8) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, it is proposed that the following nine (9) Directors including two (2) new candidates be elected, to strengthen the management structure.

The candidates for Directors are as follows. Matters concerning the candidates for Directors are as described on pages 4 through 9:

No.		Name		Current positions and responsibilities at the Company	Attendance at meetings of the Board of Directors
1	[Reappointment]	Masahiro Ito (Male)		Managing Director In charge of Finance and Warehouse Leasing Business	10/10
2	[Reappointment]	Kazuhito Takakura (Male)		Managing Director In charge of General Affairs, Amusement Park Business, and Service Business	10/10
3	[Reappointment]	Tetsushi Koyama (Male)		Managing Director In charge of Corporate Planning, Public Competition Business, and Facilities Maintenance	7/7
4	[Reappointment]	Yoshinari Morisaki (Male)	[Outside Director] [Independent Director]	Director	10/10
5	[Reappointment]	Hideshi Tanaka (Male)	[Outside Director] [Independent Director]	Director	10/10
6	[Reappointment]	Etsuko Kakehi (Female)	[Outside Director] [Independent Director]	Director	7/7
7	[Reappointment]	Junko Murata (Female)	[Outside Director] [Independent Director]	Director	7/7
8	[New candidate]	Jun Tanizaki (Male)	[Outside Director] [Independent Director]		—
9	[New candidate]	Takashi Takeichi (Male)			—

(Note) Since Mr. Tetsushi Koyama, Ms. Etsuko Kakehi, and Ms. Junko Murata were elected at the 100th Annual General Meeting of Shareholders held on March 26, 2025, their attendance at meetings of the Board of Directors reflects the period on and after that date.



No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company (Significant concurrent positions)	Number of shares of the Company held
1	 Masahiro Ito (February 24, 1965) [Reappointment]	April 1987    Joined the Company April 2014    General Manager, Horse Racing Business Department March 2017    Director; General Manager, Horse Racing Business Department March 2019    Director March 2019    Managing Director, Tokyo Summerland Co., Ltd. March 2021    Director March 2021    Director; General Manager, Finance Department, the Company March 2022    Managing Director; in charge of Planning, Finance, and Warehouse Leasing Business March 2023    Director, Tokyo Souko Co., Ltd. March 2025    President and Representative Director (to present) March 2025    Managing Director; in charge of Finance and Warehouse Leasing Business, the Company (to present)	4,100
[Reason for nomination as candidate for Director] Mr. Masahiro Ito has been responsible for Finance and Warehouse Leasing Business. In the Warehouse Leasing Business, he has worked to maintain and expand a stable revenue base. In his role overseeing Finance, he has practiced cost of capital-conscious management and engaged in constructive dialogue with the market. The Company has nominated him as a candidate for Director to continue playing a key role in strengthening our solid financial base and in achieving an appropriate market valuation for the Group through IR activities.			
2	 Kazuhito Takakura (November 16, 1965) [Reappointment]	April 1989    Joined the Company April 2013    Deputy General Manager, Planning Department October 2014    General Manager, Internal Control Audit Office April 2017    General Manager, Facilities Maintenance Department April 2018    General Manager, General Affairs Department March 2019    Director; General Manager, General Affairs Department March 2023    Director; Tokyo Property Service Co., Ltd. March 2023    Managing Director; in charge of General Affairs, Amusement Park Business, and Service Business; General Manager, General Affairs Department March 2025    President, Tokyo Property Service Co., Ltd. (to present) March 2025    Managing Director; in charge of General Affairs, Amusement Park Business, and Service Business, the Company (to present)	5,000
[Reason for nomination as candidate for Director] Mr. Kazuhito Takakura has been in charge of General Affairs, Amusement Park Business, and Service Business. In addition to ensuring the proper operation and oversight of the Company's governance framework, he has promoted measures aimed at strengthening human capital management to support the Company's sustainable growth and fostering an organizational culture in which diverse talent can thrive. The Company has nominated him as a candidate for Director to continue dedicating his efforts to improving the internal environment and strengthening the risk management framework in response to changing societal demands.			

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company (Significant concurrent positions)	Number of shares of the Company held
3	 Tetsushi Koyama (November 3, 1958) [Reappointment]	April 1982      Joined the Tokyo Metropolitan Government July 2010      Director, Staff Department, Bureau of Sewerage, Tokyo Metropolitan Government July 2012      Director, General Affairs Department, Bureau of Sewerage, Tokyo Metropolitan Government April 2015      Director (in charge of preparation and coordination for the Games) and Deputy General Manager, Bureau of Olympic and Paralympic Games Tokyo 2020 Preparation April 2018      Director, Bureau of Sewerage, Tokyo Metropolitan Government April 2019      General Coordination Officer, Tokyo Organizing Committee of the Olympic and Paralympic Games October 2022    Senior Executive Director, Japan Finance Organization for Municipalities August 2024    Administration Officer, the Company March 2025    President and Representative Director, e Paddock Co., Ltd. (to present) March 2025    Managing Director; in charge of Corporate Planning, Public Competition Business, and Facilities Maintenance, the Company (to present)	800
[Reason for nomination as candidate for Director] Mr. Tetsushi Koyama has been responsible primarily for Corporate Planning and Public Competition Business. Leveraging his administrative experience in urban development, he has overseen the formulation of the Fourth Medium-Term Management Plan and has been involved in establishing the framework for promoting large-scale projects, including the redevelopment of Oi Racecourse. The Company has nominated him as a candidate for Director to continue ensuring the steady execution of the formulated plan and appropriately performing duties such as coordination with relevant authorities and other related parties.			
4	 Yoshinari Morisaki (April 1, 1953) [Reappointment] [Outside Director] [Independent Director]	July 2004      Executive Officer & Stock Transfer Agency Business Division Manager, UFJ Trust Bank Limited (current Mitsubishi UFJ Trust and Banking Corporation) June 2008      President & CEO, Japan Shareholder Services Ltd. October 2015    Deputy Director-General, Japan Exchange Group, Inc. June 2018      Chairman, Tasku Advisors, Co., Ltd. (to present) January 2019    Auditor, GiG Works Inc. March 2022    Director, the Company (to present)	1,400
[Reason for nomination as candidate for Outside Director and overview of expected roles] Mr. Yoshinari Morisaki has a long-standing career in the financial and securities fields and possesses outstanding insight in corporate governance. Since his appointment as an Outside Director, he has contributed to ensuring management transparency and enhancing governance framework from his professional perspective, and has made valuable contributions in Board of Directors meetings and other forums. The Company has nominated him as a candidate for Outside Director to continue providing broad, experience-based advice and proposals, as well as exercising effective oversight from an independent standpoint. He will have served as Outside Director for four years at the conclusion of this Annual General Meeting of Shareholders.			

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company (Significant concurrent positions)	Number of shares of the Company held
5	 Hideshi Tanaka (October 10, 1953) [Reappointment] [Outside Director] [Independent Director]	April 2004 Director General, Policy and Management Division, Minato City, Tokyo April 2006 Director General, Shibaura Konan Regional City Office, Minato City, Tokyo April 2010 Director General, Planning and Management Department, Minato City, Tokyo August 2012 Deputy Mayor, Minato City, Tokyo September 2020 Director, The Minato City Sports, Culture, and Health Foundation (Minato-ku Sports Fureai Bunka Kenko Zaidan) (to present) June 2021 Director, Social Welfare Organization Boshiaiikukai (to present) March 2022 Director, the Company (to present) July 2025 Outside Director, Kasai Holdings Co., Ltd. (to present)	300
		[Reason for nomination as candidate for Outside Director and overview of expected roles] Mr. Hideshi Tanaka possesses extensive practical experience in crisis management and DX promotion at governmental agencies, as well as a multifaceted perspective in areas such as culture and sports promotion at a public interest foundation. During his tenure to date, he has provided precise advice on the enhancement of risk management and the promotion of sustainability management of the Company, fully fulfilling his responsibilities. The Company has nominated him as a candidate for Outside Director to continue offering management proposals based on his broad insight and exercising supervision from an objective standpoint. He will have served as Outside Director for four years at the conclusion of this Annual General Meeting of Shareholders.	
6	 Etsuko Kakehi (February 5, 1957) [Reappointment] [Outside Director] [Independent Director]	January 2002 General Manager, Process & IT Planning, Service Division, IBM Japan, Ltd. December 2010 Director, IBM Japan Staff Operations Co., Ltd. April 2013 Director, CIO Services Japan, IBM Japan, Ltd. March 2018 Advisor, DATALIVE Corporation (to present) December 2018 Outside Director, ABIST Co., Ltd. June 2023 Outside Director, NIHON DEMPA KOGYO CO., LTD. (to present) June 2024 Outside Director, Nice Corporation (to present) March 2025 Director, the Company (to present)	100
		[Reason for nomination as candidate for Outside Director and overview of expected roles] Ms. Etsuko Kakehi possesses expertise and extensive practical experience in the IT and DX fields. Since her appointment as an Outside Director, she has provided valuable advice and proposals regarding the enhancement of the “SPAT4” functions and the promotion of digital strategies outlined in the Fourth Medium-Term Management Plan. The Company has nominated her as a candidate for Outside Director to continue applying her advanced knowledge to the development of the Company’s new digital initiatives and management decision-making, as well as contributing to the maintenance and enhancement of governance from an independent standpoint. She will have served as Outside Director for one year at the conclusion of this Annual General Meeting of Shareholders.	

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company (Significant concurrent positions)	Number of shares of the Company held
7	 Junko Murata (October 1, 1962) [Reappointment] [Outside Director] [Independent Director]	October 1991    Manager, Wedding Planning Sales Section, Corporate Sales and Banquet Department, Sheraton Grande Tokyo Bay Hotel May 1999        Sales Manager, Maihama Resort Hotels Co., Ltd. (Currently, Miliial Resort Hotels Co., Ltd.) October 2004    Deputy Manager, Sales Department, Imperial Hotel, Ltd. April 2018       Deputy Director, Administration, Urayasu Campus, Meikai University September 2018 Member of the Committee on National Trade Skill Test for the Bridal Coordination April 2019       Lecturer, School of Hospitality & Tourism Management, Meikai University Researcher, Meikai University Hospitality Tourism Institute for Research April 2020       Chief Director, Urayasu Campus School Affairs, Meikai University (to present) March 2025      Director, the Company (to present)	100
		[Reason for nomination as candidate for Outside Director and overview of expected roles] Ms. Junko Murata possesses extensive experience and deep expertise in the hospitality field. Since her appointment as an Outside Director, she has provided valuable proposals from a customer perspective to support the Company's goal of becoming a creator of space that builds communities full of smiles. The Company has nominated her as a candidate for Outside Director to continue offering advice on management decisions based on her experience and insights, as well as contributing to the further enhancement of the governance framework. She will have served as Outside Director for one year at the conclusion of this Annual General Meeting of Shareholders.	
8	 Jun Tanizaki (May 24, 1957) [New candidate] [Outside Director] [Independent Director]	April 1982        Joined the Japan Racing Association March 2013       General Manager, Racing Department March 2014       General Manager, the Ritto Training Center March 2016       Director, in charge of Racing Department, Training Centers, and International Department March 2019       President & CEO, Japan Association for International Racing and Stud Book March 2020       Representative Director and President, Japan Horse Transport Corporation (to present)	100
		[Reason for nomination as candidate for Outside Director and overview of expected roles] Mr. Jun Tanizaki has held key positions at the Japan Racing Association, including Director and General Manager of the Ritto Training Center, and possesses broad insight regarding the facility functions and training environments that support the development of strong racehorses. The Company believes that he is a qualified candidate for the position of Outside Director, to seek his valuable advice and proposals from a professional perspective regarding important measures such as development of a new training center under the Fourth Medium-Term Management Plan promoted by the Company and in the hope that he will contribute to maintaining and enhancing the Company's governance from an independent standpoint.	

No.	Name (Date of birth)	Career summary, positions and responsibilities at the Company (Significant concurrent positions)	Number of shares of the Company held
9	 Takashi Takeichi (April 17, 1960) [New candidate]	April 1984      Joined the Tokyo Metropolitan Government July 2014      Deputy Director, Office of the Governor for Policy Planning July 2015      Director, Bureau of Port and Harbor July 2016      Director, Bureau of Finance June 2020      Vice Governor of Tokyo May 2023      President, Tokyo Metropolitan Government Personnel Support Foundation (to present) July 2023      CEO, Local Organising Committee of World Athletics Championships Tokyo 25 (to present)	500
[Reason for nomination as candidate for Director] Mr. Takashi Takeichi has devoted significant efforts to establishing a strong financial foundation as Director of the Bureau of Finance of the Tokyo Metropolitan Government, and also played a leading role in developing the coastal areas as Director of the Bureau of Port and Harbor. Most recently, he served as CEO of the World Athletics Championships held in September 2025, successfully guiding the event to completion. Through his leadership in promoting large-scale projects, he has demonstrated broad insight and a proven track record that will contribute to the development of our business. The Company believes that these experiences are essential for effectively utilizing its owned assets as set out in the Fourth Medium-Term Management Plan and for achieving the sustainable growth of the Group. The Company has nominated him as a candidate for Director with the expectation that he will steadily advance the Company's management with his broad insight and strong leadership.			

- (Notes) 1. There are no special interests between the candidate and the Company.
2. Mr. Yoshinari Morisaki, Mr. Hideshi Tanaka, Ms. Etsuko Kakehi, Ms. Junko Murata, and Mr. Jun Tanizaki are candidates for Outside Directors.
3. Mr. Yoshinari Morisaki, Mr. Hideshi Tanaka, Ms. Etsuko Kakehi, and Ms. Junko Murata satisfy the requirements for Independent Directors as defined by Tokyo Stock Exchange, Inc., and the Company has registered them as Independent Directors. If they are elected, they will continue to be Independent Directors. The Company will also register Mr. Jun Tanizaki as an Independent Director if he is elected.
4. The Company has entered into a liability limitation agreement with Mr. Yoshinari Morisaki, Mr. Hideshi Tanaka, Ms. Etsuko Kakehi, and Ms. Junko Murata to limit their liability pursuant to the provision of Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the amount stipulated by laws and regulations. If they are elected, the Company intends to renew this agreement with them. The Company will also enter into a liability limitation agreement with Mr. Jun Tanizaki if he is elected.
5. The Company has entered into a directors and officers liability insurance policy with the following details, and it is scheduled to be renewed in April 2026. Among the candidates for Directors proposed in this Proposal, all candidates for reappointment have been insured under this insurance policy and will continue to be insured after their reappointment. The new candidates for Directors will be insured under this insurance policy after their appointment.

<Details of the Insurance Policy>

- 1) Net premiums to be borne by the insured  
The insurance premiums, including those for riders, are borne by the Company. The insured will have no obligation to make any payments of premiums under the insurance policy.
- 2) Details of insured events to be covered by the insurance policy  
This insurance policy and its riders cover damages that may arise from their responsibilities associated with the execution of their duties or claims taken against them for the pursuit of such responsibilities. However, certain exclusions apply to the insurance policy, which include cases where officers knowingly perform an act which they know is in violation of laws and regulations.
- 3) Measures to ensure that the properness of the duties of officers, etc. will not be impaired  
The insurance policy has a deductible clause, and damages up to the deductible amount will not be covered.

**Proposal 3: Election of One (1) Corporate Auditor**

The term of office of Corporate Auditor Kazumasa Murata will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of one (1) Corporate Auditor is proposed.

The Board of Corporate Auditors has given its consent to this proposal.

The candidate for Corporate Auditor is as follows:

Name (Date of birth)	Career summary, positions and responsibilities at the Company (Significant concurrent positions)	Number of shares of the Company held
 Kazumasa Murata (April 27, 1965) [Reappointment]	April 1989      Joined the Company April 2014      Deputy General Manager, General Affairs Department April 2016      General Manager, Motorcycle Racing Business Department April 2018      General Manager, Facilities Maintenance Department March 2019      Auditor, Tokyo Property Service Co., Ltd. (to present) March 2022      Auditor, Tokyo Souko Co., Ltd. March 2022      Full-time Corporate Auditor, the Company (to present)	1,600
<p>[Reason for nomination as candidate for Corporate Auditor]            Mr. Kazumasa Murata has been engaged in various divisions of the Company's business over many years and possesses extensive experience and broad insight into business management. He is currently serving as a full-time Corporate Auditor and, by leveraging this knowledge, conducts fair and highly effective audits of overall management. The Company has nominated him again as a candidate for Corporate Auditor based on the judgment that he will continue to appropriately carry out his duties to enhance the Company's governance.</p>		

- (Notes)
1. There are no special interests between the candidate and the Company.
  2. The Company has entered into a liability limitation agreement with Mr. Kazumasa Murata to limit his liability pursuant to the provision of Article 427, Paragraph 1 of the Companies Act. The maximum amount of liability pursuant to the agreement is the amount stipulated by laws and regulations. If he is elected, the Company intends to renew this agreement with him.
  3. The Company has entered into a directors and officers liability insurance policy with the following details, and it is scheduled to be renewed in April 2026. The candidate for Corporate Auditor proposed in this Proposal has been insured under this insurance policy and will continue to be insured after his reappointment.

## &lt;Details of the Insurance Policy&gt;

- 1) Net premiums to be borne by the insured  
 The insurance premiums, including those for riders, are borne by the Company. The insured will have no obligation to make any payments of premiums under the insurance policy.
- 2) Details of insured events to be covered by the insurance policy  
 This insurance policy and its riders cover damages that may arise from their responsibilities associated with the execution of their duties or claims taken against them for the pursuit of such responsibilities. However, certain exclusions apply to the insurance policy, which include cases where officers knowingly perform an act which they know is in violation of laws and regulations.
- 3) Measures to ensure that the properness of the duties of officers, etc. will not be impaired  
 The insurance policy has a deductible clause, and damages up to the deductible amount will not be covered.

## (Reference) Officer Structure upon Approval of Proposal 2 and Proposal 3 (Plan)

We have committed ourselves to strengthening our governance system, which we consider one of our priority issues, in order to flexibly adapt to future changes in the business environment and aim to further enhance our corporate value. We aim to ensure and improve the effectiveness of the Board of Directors and to continue to be a company that meets the expectations of stakeholders and contributes to the development of society through sincere and sound business activities based on our corporate philosophy. For these purposes, the Company has defined the skills required of the Company's Board of Directors and the roles that the Company's officers should play, based on the experience and expertise of each officer, as the nine items below and clarified the content of each of them.

	Name		Expertise and experience (skillset)								
			Corporate management	Legal/ risk management	Public competition	Facilities management/ regional development	Leisure/ culture/sports	IT/ digital	HR/labor affairs/human resource development	Finance/ accounting/ financing	Sustainability/ ESG
Directors	Takashi Takeichi	[Nomination/ Remuneration]	○	○		○	○		○	○	○
	Masahiro Ito		○	○	○	○		○		○	
	Kazuhiro Takakura	[Nomination/ Remuneration]	○	○		○	○		○		○
	Tetsushi Koyama		○		○	○		○	○	○	
	Yoshinari Morisaki	[Nomination/ Remuneration (Chairperson)] [Outside] [Independent]	○	○					○	○	○
	Hideshi Tanaka	[Nomination/ Remuneration] [Outside] [Independent]	○	○			○	○			○
	Etsuko Kakehi	[Nomination/ Remuneration] [Outside] [Independent]	○	○				○	○		○
	Junko Murata	[Nomination/ Remuneration] [Outside] [Independent]	○			○	○		○		○
	Jun Tanizaki	[Nomination/ Remuneration] [Outside] [Independent]	○		○	○	○		○		
Corporate Auditors	Kazumasa Murata		○	○			○		○	○	○
	Shintaro Ishijima	[Outside] [Independent]	○	○		○		○	○		
	Daisuke Tanaka	[Outside] [Independent]	○		○			○	○	○	
	Ryo Tanaka	[Outside] [Independent]	○		○	○	○				○

\* Since the Company does not carry out business targeting overseas, descriptions regarding global business expertise are omitted.

The reasons for selecting the skills that the Company expects from Directors and Corporate Auditors are as follows:

Expertise and experience (skills)	Reasons for selection (skill summary)
Corporate management	The skill to promote corporate activities in line with the direction that the Group as a whole should take by utilizing experience in organizational management, in order to manage the Group from a broad perspective, which calls for making comprehensive judgments in, for example, business promotion and problem-solving, and having leadership ability to coordinate the entire Group
Legal/ risk management	The skill to supervise and promote appropriate business strategies in order to realize sound and continuous business operations through legal compliance, corporate governance, and risk management
Public competition	The skill to contribute to the future development of the Public Competition Business by utilizing the experience of the public competition business, which is the basis of the Company's founding purpose and a major pillar of the revenue base, and the experience and knowledge of being involved in public enterprises from the perspective of contributing to local government finances
Facilities management/ regional development	The skill to promote stable management of facilities and development through co-creation with local communities leveraging facilities we own, so that the Group, with its various facilities, can continue to provide safe and secure facilities; for example, work experience in the facilities management field and experience of being involved in projects related to regional development
Leisure/culture/sports	The skill to contribute to the Group's business development across a wide range of fields by utilizing one's own experience and knowledge in businesses that enrich people's minds, such as entertainment, leisure, culture, and sports, so that we can realize our corporate philosophy of "reimagining space and creating smiles"
IT/digital	The skill to respond flexibly and accurately to changes in people's lifestyles (for example, further systemic development in the public competition business), to expand services and consider new areas through the advancement of IT and digital technologies, which will be the key to future competitiveness, and to improve the efficiency of organizational management
HR/labor affairs/ human resource development	The skill to build an environment and system that utilize our experience and knowledge in human resources and organizational development, with the understanding that respecting the diversity of our employees and maximizing the growth of each and every employee will greatly lead to the enhancement of the Group's corporate value
Finance/accounting/financing	The skill to ensure corporate accounting compliance, build a sound and stable financial base with an awareness of the cost of capital, and supervise and promote appropriate financial strategies that achieve both enhanced shareholder returns and growth investments, based on specialized business experience in and knowledge on the fields of finance and accounting
Sustainability/ESG	The skill to promote "sustainability management" through a virtuous cycle of "PLACE, PLANET, PEOPLE," which is our unique bottom line, so that we can realize a sustainable society through our businesses