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Stock Exchange Code 2331

June 5, 2026

(Electronic provision measure starts on: June 1, 2026)

To Shareholders with Voting Rights:

Tsuyoshi Murai
Representative Director and Group CEO
ALSOK CO., LTD.
1-6-6 Motoakasaka, Minato-ku, Tokyo

**NOTICE OF
THE 61st ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby announce that the 61st Annual General Meeting of Shareholders (this “Meeting”) of ALSOK CO., LTD. (the “Company”) will be held for the purposes as described below.

In convening this Meeting, the Company has taken measures for electronic provision of information to provide the information contained in the Reference Documents for the General Meeting of Shareholders, etc. (matters subject to the measures for electronic provision). The information is posted on the Company’s Internet website as “Notice of the 61st Annual General Meeting of Shareholders.” Please access the Company’s website below to review the information.

The Company’s website: <https://www.alsok.co.jp/en/ir/stock/meeting.html>

In addition to the above website, the matters subject to the measures for electronic provision are posted on the website mentioned in “Information” below.

If you are unable to attend the meeting, you can exercise your voting rights in writing or via the Internet, etc. Please review the Reference Documents for the General Meeting of Shareholders stated in the matters subject to the measures for electronic provision, and exercise your voting rights by 6:00 p.m. Japan time on Tuesday, June 23, 2026, by following the guides below.

- 1. Date and Time:** Wednesday, June 24, 2026 at 10:00 a.m. Japan time
(Reception starts at 9:00 a.m.)
- 2. Place:** Eminence Hall, South Tower 5F, Keio Plaza Hotel Tokyo
2-2-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo
- 3. Meeting Agenda:**
 - Matters to be reported:**
 1. The Business Report, Consolidated Financial Statements for the Company’s 61st Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits of the Consolidated Financial Statements by the accounting auditor and the Audit & Supervisory Board
 2. Non-consolidated Financial Statements for the Company’s 61st Fiscal Year (April 1, 2025 - March 31, 2026)
 - Proposals to be resolved:**
 - Proposal 1:** Appropriation of Surplus
 - Proposal 2:** Election of 9 Directors
 - Proposal 3:** Election of 1 Audit & Supervisory Board Members

Information

- The matters subject to the measures for electronic provision are also posted on the following Internet website:
Tokyo Stock Exchange (TSE) website (Listed Company Search)

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

Please access the TSE website, enter and search for “ALSOK” or the stock exchange code “2331,” select “Basic information,” click on “Documents for public inspection/PR information,” and go to “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting” to view the information.
- Of the matters subject to the measures for electronic provision, the following items, in accordance with laws and regulations and the Articles of Incorporation of the Company, are omitted from the paper-based documents delivered to shareholders who have requested it. Note that the Audit & Supervisory Board Members and the accounting auditor have audited the documents subject to audit including the following items.
 - Notes to Consolidated Financial Statements
 - Notes to Non-consolidated Financial Statements
- Should the matters subject to the measures for electronic provision require revisions, a notice on the revisions and the details of the matters before and after the revisions will be posted on the aforementioned websites of the Company and TSE.

- As a part of measures to conserve energy, the Company’s executives and attendants will be dressed in light attire (“Cool biz style”). We appreciate your understanding.
- The results and other matters of resolutions for this Meeting will be posted on the Company’s website in lieu of delivering paper-based documents to save resources and for other purposes in consideration of the global environment.

Guide to Exercising Voting Rights

When attending the Annual General Meeting of Shareholders

When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.

Date and time of the Annual General Meeting of Shareholders: Wednesday, June 24, 2026 at 10:00 a.m. Japan time (Reception starts at 9:00 a.m.)

When exercising your voting rights by mail

Please indicate your approval or disapproval of each of the proposals on the enclosed Voting Rights Exercise Form, and drop the form into a mailbox (postage not necessary). If there is no indication of an approval or a disapproval of the proposals on the Voting Rights Exercise Form, they shall be treated as an indication of approval.

Deadline for exercising voting rights: To arrive by Tuesday, June 23, 2026 at 6:00 p.m. Japan time

When exercising your voting rights via the Internet

Please access the Voting Rights Exercise Website (<https://www.web54.net>), log in to the system using the Voting Rights Exercise Code and Password printed on the enclosed Voting Rights Exercise Form, and enter your approval or disapproval of each of the proposals.

Deadline for exercising voting rights: No later than Tuesday, June 23, 2026 at 6:00 p.m. Japan time

Please refer to the following page for details.

- * When you exercise your voting rights more than once, only the vote received last shall be accepted as valid. When both votes via the Internet, etc. and in writing arrive on the same day, only the vote via the Internet, etc. shall be accepted as valid.

Matters concerning the exercise of voting rights via proxy

If you are unable to attend the meeting, you may exercise your voting rights by designating another shareholder who holds voting rights as your proxy. However, please note that documentation proving power of attorney for this Meeting and the submission of separate Voting Rights Exercise Forms for both the shareholder and the proxy will be required.

Method of notification for non-uniform exercise of voting rights

In the event of non-uniform exercise of voting rights (limited to shareholders who hold shares for other parties), please notify the Company in writing or via electromagnetic means to this effect, together with the reason therefor, three days prior to the General Meeting of Shareholders.

Guide to Exercising Voting Rights via the Internet, etc.

Method for scanning the QR code: “Smart Exercise”

The Voting Rights Exercise Website can be accessed without entering the Voting Rights Exercise Code and Password

1. Scan the QR code printed on the lower right of the Voting Rights Exercise Form.

* “QR code” is a registered trademark of DENSO WAVE INCORPORATED.

2. Then, enter your approval or disapproval of each of the proposals by following the instructions on the screen.

You may exercise your voting rights only once via the “Smart Exercise.”

To change your vote after exercising your voting rights, please access the website for PC, log in to the system using the Voting Rights Exercise Code and Password printed on the Voting Rights Exercise Form, and again exercise your voting rights.

* You may access the website for PC by rescanning the QR code.

Method for entering the Voting Rights Exercise Code and Password

Voting Rights Exercise Website: <https://www.web54.net>

1. Access the Voting Rights Exercise Website.
2. Enter the Voting Rights Exercise Code printed on the Voting Rights Exercise Form.
3. Enter the Password printed on the Voting Rights Exercise Form and the new password to be used for actual voting and click “Register.”
4. Then, enter your approval or disapproval of each of the proposals by following the instructions on the screen.

If you have any questions on how to exercise your voting rights using a PC or some other means on the above website, please contact the department below.

Stock Transfer Agency Web-Support Department
Sumitomo Mitsui Trust Bank, Ltd.
Web Support Dedicated Dial:
Telephone: 0120-652-031
(Opening hours: 9:00 a.m. to 9:00 p.m.)

For Institutional Investors

In addition to the exercise of voting rights via the Internet as described above, institutional investors may use the Electronic Voting Platform operated by ICJ, Inc., subject to prior application for the use of the platform.

Information on Internet-based Live Webcast

We will conduct an Internet-based live webcast for shareholders, as shown below, so that you can see this Meeting from your homes and other sources.

1. Webcast date and time

2. How to watch

3. Important Notice regarding the Live Webcast

- The Company does not consider viewing this live webcast as attendance at the General Meeting of Shareholders under the Companies Act. Therefore, you are not allowed to participate in the resolution thereof on the day through this Website and webcast page. Please exercise your voting rights in advance. In addition, please be advised that you are not allowed to ask questions or make motions.
- Only shareholders are allowed to view this live webcast. We would like to ask you to refrain from viewing by agents, etc.
- Photographing, audio recording, video recording, or saving of the live webcast and the unauthorized disclosure thereof via SNS and so forth is strictly prohibited.
- Depending on the equipment and network environment, you may not be able to view it.
- Communication charges for viewing shall be borne by shareholders.
- For the live webcast, the venue will be recorded from the back on the day of this Meeting. Please note that the shareholders in attendance may be unavoidably captured on video.
- Due to unavoidable circumstances, we may be unable to conduct the live webcast. In such cases, we will notify you on our website (<https://www.alsok.co.jp/en/ir/stock/meeting.html>).

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company considers the return of earnings to shareholders to be an important management scheme, and its basic policy is to distribute profits to shareholders based on its operating results while fortifying internal reserves.

The Company proposes to make appropriation of its surplus as follows:

Matters Related to the Year-end Dividend

1. Type of dividend property

Cash

2. Matters related to the allocation of dividend property to shareholders and its total amount

14.6 yen per common share of the Company

Total amount: 7,096,885,866 yen

(As a result, the annual dividend will be 29.2 yen per share, including the interim dividend.)

3. Effective date of dividends from surplus

June 25, 2026

Proposal 2: Election of 9 Directors

The terms of office of all 11 Directors will expire at the conclusion of this Meeting. The Company's Board of Directors make it a basic policy to present proposals for election of Directors at General Meetings of Shareholders in view of factors such as the corporate scale of the Group, and to select candidates with superior personalities, insight, and performance from both inside and outside the Company that are well-versed in various corporate management issues.

Based on the above policy, the election of 9 Directors is proposed.

The matters relating to the basic policy and methods of decision-making, etc. concerning the nomination of Directors have been determined upon the deliberation and recommendation of the voluntary Nomination and Remuneration Committee, a majority of which consists of Independent Outside Directors.

The candidates are as follows:

No.	Name		Current Positions	Attendance at meetings of Board of Directors
1	[Reappointment] Tsuyoshi Murai		Representative Director Group CEO	14 out of 14
2	[Reappointment] Naoki Hyakutake		Director	14 out of 14
3	[Reappointment] Shinichiro Hayashi		Director	11 out of 11
4	[New appointment] Seiji Ono			
5	[New appointment] Satoshi Yoneda			
6	[Reappointment] Toshie Ikenaga	[Independent] [Outside]	Director	14 out of 14
7	[Reappointment] Hiroyuki Morita	[Independent] [Outside]	Director	14 out of 14
8	[Reappointment] Risa Tanaka	[Independent] [Outside]	Director	14 out of 14
9	[New appointment] Tadashi Handa	[Independent] [Outside]		

Note: Attendance at meetings of Board of Directors reflects the status of attendance during the 61st fiscal year (April 1, 2025 - March 31, 2026). Further, attendance at the meeting of Board of Directors regarding Mr. Shinichiro Hayashi reflects the status of attendance after their serving as directors in June 2025.

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	
1	Tsuyoshi Murai (August 15, 1969) [Reappointment]	July 1999	Joined the Company	3,359,000
		June 2007	General Manager of Home Marketing Department	
		April 2010	Executive Officer, Chief Officer of Regional Division (I)	Attendance at meetings of Board of Directors
		February 2011	In charge of General Property Management	
		March 2011	Seconded to Japan Facilio Co., Ltd. Representative Director (Resigned in March 2014)	
		April 2014	Senior Executive Officer, Deputy Chief Officer of Business Promotion Division, in charge of Business Planning & Management and Regional Financial Institution Services	14 out of 14
		April 2016	In charge of Human Resources Affairs and Corporate Ethics	
		June 2016	Director and Senior Executive Officer	
		April 2018	In charge of General Affairs/PR, Compliance, Risk Management, and Information Assets Management, Chief Officer of Tokyo 2020 Olympic and Paralympic Games Promotion Division	
		May 2018	In charge of Central Japan Area, Deputy Chief Officer of Business Promotion Division in charge of Central Japan Area Sales	
		April 2019	Executive Vice President and Director, Tokyo 2020 Olympic and Paralympic Games Promotion Division, in charge of Promotion	
		April 2020	In charge of Management Company	
		April 2022	In charge of R&D Engineering Affairs	
June 2022	Representative Director and Group CEO (Current), Chief Technology Officer (CTO)			
	[Major concurrent positions] Chairman, All Japan Security Service Association Representative Director, SOHGO CORPORATION			
Reason for nomination as a candidate for Director Mr. Tsuyoshi Murai has abundant experience and achievements in regard to management as Representative Director and Group CEO, and can be expected to lead the Group with superior leadership. Therefore, the Company has nominated him again as a candidate for Director.				

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	
2	Naoki Hyakutake (May 15, 1964) [Reappointment]	April 1989	Joined the Company	18,800
		April 2016	Seconded to ALSOK Care & Support Co., Ltd. President and Representative Director (Resigned in March 2017)	
		April 2017	General Manager of Human Resources Department	Attendance at meetings of Board of Directors
		April 2019	Executive Officer, in charge of Human Resources	14 out of 14
		April 2022	Senior Executive Officer, second in charge of Human Resources Affairs	
		June 2022	Director and Senior Executive Officer In charge of Human Resources Affair and Corporate Ethics (Current)	
		April 2025	Director and Executive Vice President (Current)	
		November 2025	General Manager of Education & Training Dept.	
April 2026	In charge of long-term care businesses (Current)			
	[Major concurrent positions] None			
Reason for nomination as a candidate for Director Mr. Naoki Hyakutake has abundant experience and achievements at the Company through serving in positions such as the person in charge of human resources affairs, long-term care businesses, and President and Representative Director of ALSOK Care & Support Co., Ltd. He can be expected to contribute to further improvement in the Company's corporate value, and therefore the Company has nominated him again as a candidate for Director.				

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held			
3	Shinichiro Hayashi (December 9, 1964) [Reappointment]	May 2014 April 2017	Branch Manager of Matsumoto Branch, Bank of Japan Director-General of Operations Department, Bank of Japan	700		
		May 2020 April 2021	Director-General of Information System Services Department, Bank of Japan Branch Manager of Nagoya Branch, Bank of Japan (Resigned in June 2022)	Attendance at meetings of Board of Directors		
		June 2022 April 2023	Joined the Company as Executive Officer, in charge of Finance, and second in charge of Business Planning & Management Senior Executive Officer, in charge of Corporate Planning & Administration (Current) and Strategic Business Deputy Chief Officer of Business Promotion Division, in charge of Finance	11 out of 11		
		June 2025	Director and Senior Executive Officer (Current)			
		April 2026	In charge of Finance and Transportation Security Services (Current)			
			[Major concurrent positions] None			
		Reason for nomination as a candidate for Director Mr. Shinichiro Hayashi has abundant experience and achievements at the Company through serving in positions such as the person in charge of finance, corporate planning & administration and transportation security services. He can be expected to contribute to further improvement in the Company's corporate value, and therefore the Company has nominated him again as a candidate for Director.				
4	Seiji Ono (October 24, 1967) [New appointment]	April 1990	Joined the Company	Numbers of shares of the Company held		
		April 2007 April 2010 April 2011 April 2013 April 2016 April 2018	General Manager of Yokohama-Kita Branch Chief Manager of Sales Staff Development Dept. General Manager of Jonan Branch General Manager of Corporate Sales Dept. (I) General Manager of General Affairs Dept. Executive Officer, second in charge of general affairs	19,400		
		June 2018	In charge of Business Planning and Promotion, and General Manager of Business Control Dept.			
		April 2020	Second in charge of Corporate Sales and in charge of HOME ALSOK			
		April 2022	Senior Executive Officer (Current), Deputy Chief Officer of Business Promotion Division, in charge of Corporate Sales			
		April 2026	In charge of Kansai area (Current)			
			[Major concurrent positions] None			
		Reason for nomination as a candidate for Director Mr. Seiji Ono has abundant experience and achievements at the Company through serving in positions such as the person in charge of corporate sales, HOME ALSOK, and business planning and promotion. He can be expected to contribute to further improvement in the Company's corporate value, and therefore the Company has newly nominated him as a candidate for Director.				

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
5	Satoshi Yoneda (February 22, 1967) [New appointment]	April 2019 Executive Officer, Mizuho Financial Group, Inc. (Resigned in March 2020), Executive Officer of Mizuho Bank, Ltd. (Resigned in March 2021)	4,600
		April 2021 Advisor, Tokyo Ad Agency, Co., Ltd. July 2021 Senior Executive Officer, Tokyo Ad Agency Co., Ltd. (Resigned in June 2022) June 2022 Joined the Company as Executive Officer, second in charge of Business Promotion and Corporate Sales April 2023 In charge of Business Planning and Business Management (Current) April 2024 Senior Executive Officer (Current), in charge of Business Strategy (Current), Deputy Chief Officer of Business Promotion Division [Major concurrent positions] None	
Reason for nomination as a candidate for Director Mr. Satoshi Yoneda has abundant experience and achievements at the Company through serving in positions such as the person in charge of business planning and business management and business strategy. He can be expected to contribute to further improvement in the Company's corporate value, and therefore the Company has newly nominated him as a candidate for Director.			
6	Toshie Ikenaga (January 23, 1961) [Reappointment] [Independent] [Outside]	April 1987 Joined the Economic Planning Agency	Numbers of shares of the Company held
		July 2006 Director, Research Division, Gender Equality Bureau, Cabinet Office September 2010 Director, Policy Evaluation and Public Relations Division, Minister's Secretariat, Cabinet Office April 2012 Professor, Hosei Graduate School of Regional Policy Design September 2014 Director, General Affairs Division, Gender Equality Bureau, Cabinet Office January 2016 Vice-Governor, Shiga Prefecture (Resigned in July 2018) July 2018 Director General, Gender Equality Bureau, Cabinet Office (Resigned in August 2020) June 2021 Joined the Company as Director, and Outside Audit & Supervisory Board Member, Shimizu Corporation (Current) July 2022 Director, National Hospital Organization (Current) [Major concurrent positions] Outside Audit & Supervisory Board Member, Shimizu Corporation	1,000 Attendance at meetings of Board of Directors 14 out of 14
Reason for nomination as a candidate for Outside Director and overview of expected role Ms. Toshie Ikenaga possesses abundant experience in public administration in areas including gender equity and local administration over many years. She has also served as a graduate school professor, proving her advanced insight and ability. She can be expected to contribute to enhancing and strengthening the corporate governance of the Group and further improvement in corporate value, through providing valuable opinions from a broad perspective regarding management, and therefore the Company has nominated her again as a candidate for Outside Director.			

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	
7	Hiroyuki Morita (July 16, 1958) [Reappointment] [Independent] [Outside]	June 1997	President & CEO, ENICOM Inc. (Currently NS Solutions USA Corporation) (Resigned in June 1999)	500
		April 2010	Operating Officer, NS Solutions Corporation	
		June 2012	Director, NS Solutions Corporation	
		June 2015	Executive Director and Senior Executive Officer, NS Solutions Corporation	Attendance at meetings of Board of Directors
		April 2016	Executive Director and Managing Executive Officer, NS Solutions Corporation	
		April 2019	Representative Director & President, NS Solutions Corporation	14 out of 14
		April 2023	Executive Director and Senior Advisor, NS Solutions Corporation	
		June 2024	Joined the Company as Director (Current), Outside Director, TOHO SYSTEM SCIENCE CO., LTD. (Resigned in March 2026), and Senior Advisor, NS Solutions Corporation (Resigned in June, 2025)	
		April 2026	Outside Director, Toranvia Co., Ltd. (Current)	
			[Major concurrent positions] Outside Director, Toranvia Co., Ltd.	
Reason for nomination as a candidate for Outside Director and overview of expected role Mr. Hiroyuki Morita possesses abundant experience and insight, and advanced ability, developed through serving in important positions at a major system integrator over many years. He can be expected to contribute to enhancing and strengthening the corporate governance of the Group and further improvement in corporate value, through providing valuable opinions from a broad perspective regarding management, and therefore the Company has nominated him again as a candidate for Outside Director.				

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held	
8	Risa Tanaka (November 14, 1966) [Reappointment] [Independent] [Outside]	April 1995 November 2008 August 2010 April 2012 June 2014 April 2016 January 2019 February 2019 April 2021 June 2021 January 2022 June 2022 June 2024 April 2025	Editor-in-Chief, Sendenkaigi Co., Ltd. Director and Executive Vice President, Head of Editorial Office, Sendenkaigi Co., Ltd. Director, Japan Association for Rail Advertising (Current) Professor, The Graduate School of Project Design of Advanced Academic Agency Outside Director, Japan Post Co., Ltd. (Resigned in June 2022) President, The Graduate School of Project Design of Advanced Academic Agency (Current), Director, Sendenkaigi Co., Ltd. (Resigned in March 2023) Member of the Central Environment Council, the Ministry of the Environment (Current) Member of the Panel on Infrastructure of Land, Infrastructure, Transportation and Tourism (Current) Trustee and Executive Vice President, Mie University (Current) Outside Director, Imuraya Group Co., Ltd. (Current) Member of the 33rd Local Government System Research Council, the Ministry of Internal Affairs and Communications Outside Audit & Supervisory Board Member, Metropolitan Expressway Co., Ltd. (Current) Joined the Company as Director, Outside Director of The AKITA BANK LTD., and Outside Director of KOITO MANUFACTURING CO., LTD. (Current) Member of Fiscal System Council, Ministry of Finance (Current)	800 Attendance at meetings of Board of Directors 14 out of 14
		Reason for nomination as a candidate for Outside Director and overview of expected role Ms. Risa Tanaka possesses abundant experience developed through serving in important positions in publishing and education businesses over many years. She has also served as President of Graduate School for working professionals at an incorporated educational institution approved by the Minister of Education, Culture, Sports, Science and Technology, proving her advanced insight and ability. She can be expected to contribute to enhancing and strengthening the corporate governance of the Group and further improvement in corporate value, through providing valuable opinions from a broad perspective regarding management, and therefore the Company has nominated her again as a candidate for Outside Director.		

No.	Name (Date of birth)	Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
9	Tadashi Handa (August 3, 1960) [New appointment] [Independent] [Outside]	<p>April 2015 Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd.</p> <p>June 2017 Managing Executive Officer, Tokio Marine Holdings, Inc.</p> <p>June 2018 Managing Executive Officer, Tokio Marine & Nichido Fire Insurance Co., Ltd.</p> <p>April 2020 Senior Managing Executive Officer, Tokio Marine Holdings, Inc. Senior Managing Director, Tokio Marine & Nichido Fire Insurance Co., Ltd.</p> <p>June 2020 Senior Managing Director, Tokio Marine Holdings, Inc. (Resigned in June 2021)</p> <p>April 2022 Advisor, Tokio Marine & Nichido Fire Insurance Co., Ltd.</p> <p>June 2022 Audit & Supervisory Board Member (full-time), Tokio Marine & Nichido Fire Insurance Co., Ltd. (Scheduled to retire in June 2026)</p> <p>[Major concurrent positions] None</p>	0
<p>Reason for nomination as a candidate for Outside Director and overview of expected role</p> <p>Mr. Tadashi Handa possesses abundant experience and insight, and advanced ability developed through serving in important positions at a major non-life insurance company over many years. He can be expected to contribute to enhancing and strengthening the corporate governance of the Group and further improvement in corporate value, through providing valuable opinions from a broad perspective regarding management, and therefore the Company has newly nominated him as a candidate for Outside Director.</p>			

(Notes)

- 1 Special interests between the candidates and the Company
 - (1) The Company makes donations to the JUN MURAI MEMORIAL SCHOLARSHIP FOUNDATION, where Mr. Tsuyoshi Murai serves as Director of the Board.
 - (2) There are no special interests between the Company and the other candidates.
- 2 Matters concerning candidates for Outside Director are as follows.
 - (1) Number of years since election as Outside Director (at the conclusion of this Meeting)

Ms. Toshie Ikenaga	5 years
Mr. Hiroyuki Morita	2 years
Ms. Risa Tanaka	2 years
 - (2) Summary of content of liability limitation agreements

The Company has concluded liability limitation agreements with Ms. Toshie Ikenaga, Mr. Hiroyuki Morita and Ms. Risa Tanaka to limit their liability to either 10 million yen or the minimum liability amount stipulated by Article 425, Paragraph 1 of the Companies Act, whichever is higher. If Ms. Toshie Ikenaga, Mr. Hiroyuki Morita and Ms. Risa Tanaka are reelected, the Company plans to continue the above liability limitation agreements with them.

Further, if Mr. Tadashi Handa is elected as a Director, the Company plans to execute the liability limitation agreement with him on the same terms and conditions as the above liability limitation agreements executed with them.
- 3 Independence of candidates for Outside Director

The Company has submitted Ms. Toshie Ikenaga to the Tokyo Stock Exchange, Inc. as an independent director. The Company has judged that she is qualified as an independent director as no conditions exist that create a conflict of interest with general shareholders, such as her having been affiliated in the past with a major transaction partner of the Company.

Furthermore, although there are transactions for contracted security operations between the Company and Shiga Prefecture, where she served until 2018, Cabinet Office, where she served until 2020, Shimizu Corporation, where she is currently serving as Outside Audit & Supervisory Board Member, and National Hospital Organization, where she is currently serving as Director, the scales of these transactions were less than 2% of the Company's net sales for the most recent fiscal year.

Additionally, the Company has submitted Mr. Hiroyuki Morita as an independent director to the Tokyo Stock Exchange. The Company has judged that he is qualified as an independent director as no conditions exist that create a conflict of interest with general shareholders, such as him having been affiliated in the past with a major transaction partner of the Company.

Furthermore, although there are transactions for general property management and fire protection services between the Company and NS Solutions Corporation, where he served until June 2025, the scales of these transactions were less than 2% of the Company's net sales for the most recent fiscal year.

Additionally, the Company has submitted Ms. Risa Tanaka as an independent director to the Tokyo Stock Exchange.

The Company has judged that she is qualified as an independent director as no conditions exist that create a conflict of interest with general shareholders, such as her having been affiliated in the past with a major transaction partner of the Company.

Furthermore, although there are transactions for contracted security operations, etc. between the Company and Japan Post Co., Ltd., where she served until June 2022, and transactions for contracted security operations between the Company and Imuraya Group Co., Ltd and KOITO MANUFACTURING CO., LTD., where she is currently serving as Outside Director, and Metropolitan Expressway Co., Ltd., where she is currently serving as Outside Audit & Supervisory Board Member, the scales of these transactions were less than 2% of the Company's net sales for the most recent fiscal year.

As Mr. Tadashi Handa fulfils the requirements of an independent director as stipulated by the Tokyo Stock Exchange, the Company plans to submit him as an independent director to said exchange. The Company has judged that he is qualified as an independent director as no conditions exist that create a conflict of interest with general shareholders, such as him having been affiliated in the past with a major transaction partner of the Company.

Furthermore, although there are transactions for contracted security operations between the Company and Tokio Marine Holdings, Inc., where he served until June 2021, and Tokio Marine & Nichido Fire Insurance Co., Ltd., where he is currently serving as Audit & Supervisory Board Member (full time), the scales of these transactions were less than 2% of the Company's net sales for the most recent fiscal year.

Furthermore, Tokio Marine & Nichido Fire Insurance Co., Ltd., where he has served as Audit & Supervisory Board Member (full time) since June 2022 (scheduled to retire in June 2026), received a business improvement order based on the Insurance Business Act from the Financial Services Agency dated December 26, 2023, on the grounds that the regulator recognized conduct considered to be in violation of the Antimonopoly Act, inappropriate practice in light of the purpose of the said Act, along with underlying governance frameworks flaws, in relation to insurance premium adjustments with other insurers for non-life insurance contracts involving specific corporate policyholders, and received a cease and desist order and a surcharge payment order based on the Antimonopoly Act from the Japan Fair Trade Commission dated October 31, 2024, on the grounds that the said company was found to have committed violations of the said Act.

In addition, the said company received a business improvement order based on the Insurance Business Act from the Financial Services Agency dated March 24, 2025, on the grounds that the regulator recognized conduct suspected of violating the Act on the Protection of Personal Information and inappropriate practice in light of the purpose of the said Act, as well as conduct suspected of violating the Unfair Competition Prevention Act and inappropriate practice in light of the purpose of the said Act, along with underlying governance framework flaws.

Although he was not aware of the above cases in advance, he had regularly made recommendations from the perspective of strengthening governance and legal compliance at Board of Directors, Audit & Supervisory Board and so forth.

After the discovery of these facts, he has fulfilled the responsibilities of the position by expressing opinions on implementing measures to prevent recurrence and strengthening the internal control system.

4 Conclusion of a directors and officers liability insurance contract

The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. If the election of each candidate is approved, they will be insured under the insurance contract.

The insurance contract covers damages that may arise when the insured assumes liability for the execution of his or her duties or receives a claim related to the pursuit of such liability.

The Company plans to renew the insurance contract with the same coverage at the time of the next renewal in August 2026.

5 Indication of names

Ms. Toshie Ikenaga's name on the family register is Toshie Kobayashi, and Ms. Risa Tanaka's name on the family register is Risa Saito.

[Reference] The structure and skills matrix of the Board of Directors subject to approval of the Proposal 2

The composition of the Board of Directors and the expertise and experience of each director subject to approval of the Proposal 2 is as stated below.

Name	Position	Corporate Management (including Sustainability)	Finance/Accounting	Legal Affairs/Compliance	IT/Digital	Global	Sales/Marketing	Human Resource Management	Industry Knowledge (Security/Facility/ Long-term Care)
Tsuyoshi Murai	Representative Director, Group CEO, President	●		●	●		●	●	●
Naoki Hyakutake	Representative Director	●		●			●	●	●
Shinichiro Hayashi	Director	●	●	●			●	●	
Seiji Ono	Director	●		●			●		●
Satoshi Yoneda	Director	●	●				●		
Toshie Ikenaga	Director	●		●				●	
Hiroyuki Morita	Director	●	●		●	●	●		
Risa Tanaka	Director	●					●	●	
Tadashi Handa	Director	●	●	●		●		●	

Proposal 3: Election of 1 Audit & Supervisory Board Members

The Company's Board of Directors make it a basic policy to present proposals for election of Audit & Supervisory Board Members at General Meetings of Shareholders in view of factors such as the corporate scale of the Group, and to select candidates with superior personalities, insight, and performance from both inside and outside the Company that are well-versed in various corporate management issues.

Based on the above policy, the election of 1 Audit & Supervisory Board Members is proposed. Furthermore, the consent of the Audit & Supervisory Board has been obtained in regard to this proposal.

The candidate is as follows:

o.	Name (Date of birth)	Career summary, positions and significant concurrent positions	Number of shares of the Company held
1	<p>Shigetoshi Ikeyama (June 23, 1967)</p> <p>[New appointment] [Independent] [Outside]</p>	<p>April 1990 Joined the Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry (METI))</p> <p>August 2005 Director, Minister's Secretariat, METI</p> <p>September 2005 Director, Alcohol Office, Manufacturing Industries Bureau, METI</p> <p>October 2006 Manager for Planning Section, Planning Department of Japan External Trade Organization (JETRO)</p> <p>July 2008 Director, International Energy Strategy Office, International Affairs Division, Commissioner's Secretariat, Agency for Natural Resources and Energy</p> <p>July 2010 Director for International Coordination, Organized Crime Department, Crime Investigation Bureau of National Police Agency</p> <p>September 2012 Senior Energy Analyst, International Energy Agency</p> <p>July 2015 Director, Middle East and Africa Division, Trade Policy Bureau, METI</p> <p>June 2016 Counsellor, Secretariat of Headquarters for Promotion of Administrative Reform, Cabinet Secretariat</p> <p>July 2019 Councillor (Deputy Director-General for Export Promotion, Export and International Affairs Bureau), Minister's Secretariat of Ministry of Agriculture, Forestry and Fisheries</p> <p>May 2021 Director-General, Hokkaido Bureau of Economy, Trade and Industry, METI</p> <p>July 2022 Executive Officer and Director for Administration, Research Institute of Economy, Trade and Industry</p> <p>July 2023 Vice Chairman, Research Institute of Economy, Trade and Industry (Resigned in July 2025)</p> <p>July 2025 Deputy Director-General for Trade Policy, Trade Policy Bureau, METI and Director for Commerce and Service Industry Policy Coordination, Commerce and Information Policy Bureau, METI</p> <p>August, 2025 Deputy Commissioner General of Expo 2025 Osaka, Kansai, Japan</p> <p>November 2025 Director for Commerce and Service Industry Policy Coordination, Commerce and Information Policy Bureau, METI and Director-General, Training Institute of Economy, Trade and Industry, METI (Resigned in December 2025)</p> <p>[Major concurrent positions] None</p>	0
<p>Reason for nomination as candidate for Audit & Supervisory Board Member</p> <p>Mr. Shigetoshi Ikeyama possesses abundant experience and insight, as well as advanced abilities developed through his experience at administrative authorities and elsewhere over many years and can be expected to provide effective audits and advice in regard to the overall management of the Group. Judging that he will be able to appropriately perform the duties of Outside Audit & Supervisory Board Member, the Company has newly nominated him as a candidate for Outside Audit & Supervisory Board Member.</p>			

(Notes) 1 There are no special interests between the candidates and the Company.

2 Summary of content of liability limitation agreements

If Mr. Shigetoshi Ikeyama is elected, the Company intends to conclude a liability limitation agreement with him to limit

his liabilities to either 10 million yen or the minimum liability amount stipulated by Article 425, Paragraph 1 of the Companies Act, whichever is higher.

3 Independence of the candidate for Outside Audit & Supervisory Board Member

As Mr. Shigetoshi Ikeyama fulfils the requirements of an independent auditor as stipulated by the Tokyo Stock Exchange, the Company plans to submit him as an independent auditor to said exchange. The Company has judged that he is qualified as an independent auditor as no conditions exist that create a conflict of interest with general shareholders, such as him having been affiliated in the past with a major transaction partner of the Company.

Furthermore, although there are transactions for contracted security operations between the Company and Cabinet Secretariat, where he served until July 2019, and transactions for contracted security operations between the Company and Ministry of Agriculture, Forestry and Fisheries, where he served until May 2021, the scales of these transactions were less than 2% of the Company's net sales for the most recent fiscal year.

4 Conclusion of a directors and officers liability insurance contract

The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. If the election of Mr. Shigetoshi Ikeyama is approved, he will be insured under the insurance contract.

The insurance contract covers damages that may arise when the insured assumes liability for the execution of his or her duties or receives a claim related to the pursuit of such liability.

The Company plans to renew the insurance contract with the same coverage at the time of the next renewal in August 2026.