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May 7, 2024

## Q & A on the Adjournment of the 61st Annual General Meeting of Shareholders

You had the case of the inappropriate cost management in the last fiscal year. To prevent the recurrence of incident, isn't it insufficient to strengthen only management system? There isn't a problem with the corporate culture?

It is regrettable that such an incident has occurred.

We think that it is both necessary to strengthen management system and to create a better cooperate culture. We also believe that it is necessary to strengthen the checking function for cost management and reinforce compliance education.

What do you think are the reasons for the decline in stock prices? What measures should be taken to revive it?

We consider that one of the reasons is decline of trust from shareholders because of incidents.

To regain trust, we will strive to ensure that such cases never occur again. At the same time, we have to disclose accurate information and strengthen IR to improve corporate value.

Tell us the status of wage increase.

We will have a consultation with labor-management, so not decide yet. We will make it public in some way as it will be decided.

Do you have any intention to strengthen advertising to secure better human resources?

To secure excellent human resources, we think it is important to let people know our company better. We would like to consider constantly measures to increase our attractiveness.

Tell us about the amount of money leaked and the situation of collection due to the unlawful outsourcing transactions of the former employee.

The amount of money leaked was 141 million yen. The collection of the money is being handled in consultation with the police.

I think that every industry will need to be reformed due to the decrease in population, and I think that opportunities for companies will be created, so I want you to do your best.

Thank you for encouragement. We believe that it is essential to reform for growth, so we will proceed with reform.