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(Securities Code: 8877)

June 3, 2026

To our shareholders:

Sugio Aramaki
Representative Director and President
ESLEAD CORPORATION
6-25-19 Fukushima, Fukushima-ku, Osaka-shi, Osaka

Notice of the 34th Annual General Meeting of Shareholders

You are cordially notified of the 34th Annual General Meeting of Shareholders of ESLEAD CORPORATION (the “Company”), which will be held as described below.

You may exercise your voting rights prior to the meeting via the internet, etc. or in writing. Please consider the Reference Documents for the General Meeting of Shareholders and exercise your voting rights no later than 6:00 p.m. on Wednesday, June 24, 2026 (JST).

When convening this General Meeting of Shareholders, the Company takes measures for providing in electronic format the information that constitutes the content of reference documents for the general meeting of shareholders, etc. (items for which measures for providing information in electronic format are to be taken). This information is posted on the following websites, so please access either of them to confirm the information.

The Company’s website:

<https://www.eslead.co.jp/> (in Japanese)

(From the above website, please select “IR Information,” “IR Information Menu” and then “Reference Documents for the General Meeting of Shareholders.”)

Website for posted informational materials for the general meeting of shareholders

<https://d.sokai.jp/8877/teiji/> (in Japanese)

TSE website (Listed Company Search):

[https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do? Show=Show](https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show) (in Japanese)

(Please access the TSE website by using the internet address shown above, enter “ESLEAD” in “Issue name (company name)” or the Company’s securities code “8877” 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].”)

1. Date and Time: Thursday, June 25, 2026 at 10:00 a.m. (JST)

2. Venue: 5th Floor, Yoshino Room at Imperial Hotel Osaka
1-8-50 Temmabashi, Kita-ku, Osaka-shi, Osaka

3. Purpose of the Meeting:

Matters to be reported:

1. Business Report, Consolidated Financial Statements, and Audit Reports of Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee for the 34th Fiscal Year (from April 1, 2025 to March 31, 2026)
2. Non-consolidated Financial Statements for the 34th Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

- Proposal No. 1:** Election of Ten Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
- Proposal No. 2:** Election of Three Directors Who Are Audit and Supervisory Committee Members

Proposal No. 3: Payment of Retirement Benefits to a Retiring Director (Excluding Directors Who Are Audit and Supervisory Committee Members)

4. Matters Relating to the Convocation (Guide to Exercising Voting Rights)

You may exercise your voting rights via the internet, etc. or in writing. We sincerely request you to exercise your voting rights prior to the meeting via the internet, etc. or in writing as much as possible.

- (1) If you wish to exercise your voting rights via the internet, etc., please refer to the attached “Guide to exercising voting rights via the internet, etc.” (Japanese only) and exercise your voting rights no later than 6:00 p.m. on Wednesday, June 24, 2026 (JST).
- (2) If you wish to exercise your voting rights in writing, please indicate your approval or disapproval of the proposals on the voting form sent together with this notice, and return it to reach us no later than 6:00 p.m. on Wednesday, June 24, 2026 (JST).
- (3) If voting rights are exercised in writing, the vote shall be counted as a vote for approval if approval/disapproval concerning a proposal is not indicated on the voting form.
- (4) If you exercise voting rights in duplicate, both via the internet, etc. and in writing, the voting rights exercised via the internet, etc. shall be deemed effective. Also, if you exercise voting rights several times via the internet, etc., or by using your PC and /or smartphone, only your final vote shall be deemed effective.

[Notification]

If you attend the meeting in person, please submit the voting form to the receptionist at the meeting.

If revisions to the items subject to measures for electronic provision arise, a notice of the revisions and the details of the items before and after the revisions will be posted on the aforementioned websites.

The Company will send a document stating the items to be provided electronically to all shareholders regardless of whether or not a request for delivery of the document has been made.

Candidate No.	Name (Date of Birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
4	Masaaki Fujino (June 5, 1963)	Apr. 1982 Joined Osaka Gas Co., Ltd. Apr. 2019 Representative Director and President of Souden Corporation Apr. 2021 Representative Director and President of Eslead Tatemono Kanri Corporation (current position) June 2022 Director of the Company June 2024 Managing Director of the Company (current position) (Significant concurrent positions outside the Company) Representative Director and President of Eslead Tatemono Kanri Corporation	172
		<p><Reasons for nomination as candidate for Director> As Representative Director of the Company's major subsidiaries, he has demonstrated his skills thus far. In order to continuously enhance corporate value and strengthen governance going forward, the Company proposes his reelection as Director.</p>	
5	Masanori Maikuma (February 12, 1966)	Nov. 2015 Joined the Company Apr. 2016 General Manager of Acquisition and Development Department Oct. 2018 General Manager of Acquisition and Development Department and Head of Nagoya Branch June 2019 Director, Deputy General Manager of Acquisition and Development Division, and Head of Nagoya Branch June 2023 Managing Director, Deputy General Manager of Acquisition and Development Division, and Head of Nagoya Branch Apr. 2024 Managing Director and Deputy General Manager of Acquisition and Development Division (current position)	2,900
		<p><Reasons for nomination as candidate for Director> As Managing Director, Deputy General Manager of Acquisition and Development Division, he has significantly contributed to the Company's growth in the purchase and development of real estate. In order to continuously enhance corporate value and strengthen governance going forward, the Company proposes his reelection as Director.</p>	
6	Daisuke Ogura (April 28, 1974)	Mar. 1997 Joined the Company Apr. 2016 General Manager of Sales IV Department June 2019 Director, Deputy General Manager of Sales Division (current position)	9,330
		<p><Reasons for nomination as candidate for Director> As Director, Deputy General Manager of Sales Division, he mainly oversees the sales departments in the real estate sales business, thereby contributing to the Company's sales and profits. In order to continuously enhance corporate value and strengthen governance going forward, the Company proposes his reelection as Director.</p>	
7	Motoki Oshiro (October 7, 1981)	Apr. 2005 Joined the Company Apr. 2016 General Manager of Sales V Department June 2019 Director, Deputy General Manager of Sales Division (current position)	4,100
		<p><Reasons for nomination as candidate for Director> As Director, Deputy General Manager of Sales Division, he mainly oversees the sales departments in the real estate sales business, thereby contributing to the Company's sales and profits. In order to continuously enhance corporate value and strengthen governance going forward, the Company proposes his reelection as Director.</p>	

Candidate No.	Name (Date of Birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned	
8	Kou Nakura (July 8, 1966)	Apr. 1990	Joined The Sumitomo Bank, Limited (currently Sumitomo Mitsui Banking Corporation)	1,000
		May 2020	Seconded to the Company	
		Apr. 2021	Joined the Company, General Manager of Acquisition and Development Department	
		June 2021	Director, Deputy General Manager of Acquisition and Development Division (current position)	
<p><Reasons for nomination as candidate for Director> As Director, Deputy General Manager of Acquisition and Development Division, he has significantly contributed to the Company's growth in the purchase and development of real estate. In order to continuously enhance corporate value and strengthen governance going forward, the Company proposes his reelection as Director.</p>				
9	Tomoyuki Handa (October 20, 1965)	Apr. 1988	Joined Mori Building Co., Ltd.	-
		May 2010	General Manager of Sales I Department, Building Sales Division of MORI TRUST CO., LTD.	
		Apr. 2012	General Manager of Osaka Branch	
		June 2012	Director of the Company (current position)	
		July 2013	Operating Officer, Osaka Branch of MORI TRUST CO., LTD.	
		July 2019	Executive Operating Officer of MORI TRUST CO., LTD. (current position)	
<p>(Significant concurrent positions outside the Company) Executive Operating Officer of MORI TRUST CO., LTD.</p>				
<p><Reasons for nomination as candidate for Director> He has many years of experience and broad insights in the real estate sector. We believe that he will be able to provide advice on the Company's overall management, and therefore propose his reelection as Director.</p>				
10	Kaori Oishi (April 21, 1977)	Oct. 2001	Registered as an attorney at law	-
		Oct. 2001	Joined Kitahama Law Office (currently Kitahama Partners)	
		Jan. 2013	Partner (current position)	
		June 2017	Outside Director of PALTAC CORPORATION (current position)	
		June 2020	Outside Director (Audit and Supervisory Committee Member) of TOWA PHARMACEUTICAL CO., LTD. (current position)	
		June 2024	Outside Director of the Company (current position)	
<p>(Significant concurrent positions outside the Company) Partner of Kitahama Partners Outside Director of PALTAC CORPORATION Outside Director (Audit and Supervisory Committee Member) of TOWA PHARMACEUTICAL CO., LTD.</p>				
<p><Reasons for nomination as candidate for outside Director and expected roles> Although she has never been involved in corporate management other than having served as an outside officer, she has extensive experience and broad insights as an attorney at law, and is well versed in corporate legal affairs. We expect that she will be able to express objective opinions from a neutral standpoint, and appropriately fulfill her responsibilities as a Director, and therefore propose her reelection as Outside Director.</p>				

- Notes:
1. There is no special interest between any of the candidates and the Company.
 2. Ms. Oishi is a candidate for outside Director.
 3. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with Tomoyuki Handa and Kaori Oishi, to limit their liability for damages under Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under Article 425, paragraph (1) of the same Act. If the reelection of these candidates is approved, the Company plans to renew the aforementioned agreement with them.

4. Mr. Handa is currently a person executing business in MORI TRUST CO., LTD., which is the parent company of the Company, and has also assumed the said office in the past ten years, as described above in the career summary, and position and responsibility in the Company (significant concurrent positions outside the Company).
5. Ms. Oishi is a partner of Kitahama Partners, to which the Company entrusts legal work for individual cases, but the total amount of compensation paid to Kitahama Partners in the Company's 34th fiscal year was not equivalent to 2% or more of the total annual revenue of Kitahama Partners. Accordingly, she fulfills the criteria for an independent officer according to the stipulations of the Tokyo Stock Exchange, and the Company intends to submit notification for her as an independent officer to continue if her reelection is approved.
6. Ms. Oishi is currently the Company's outside Director, and at the conclusion of this meeting, her tenure will have been two years.
7. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The details of this insurance policy are presented in "2. (3) (iii) Summary of the directors and officers liability insurance policy" of the Business Report (Japanese only). If the election of the candidates for Director is approved, they will be included as insured persons under this insurance policy. In addition, when the insurance policy is renewed, the Company plans to renew the policy with the same terms.

Proposal No. 2: Election of Three Directors Who Are Audit and Supervisory Committee Members

The terms of office of Directors who are Audit and Supervisory Committee Members Hitoshi Yonetsu, Munetaka Ishikawa, and Kazuyoshi Hirose will expire at the conclusion of this meeting. Therefore, the Company proposes the election of three Directors who are Audit and Supervisory Committee Members.

The Audit and Supervisory Committee has given its consent for this proposal.

The candidates for Director who is an Audit and Supervisory Committee Member are as follows:

Candidate No.	Name (Date of Birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Hitoshi Yonetsu (August 13, 1957)	July 1994 Joined Central Labor Office, General Secretary Apr. 2003 Retired from Central Labor Office Oct. 2004 Appointed as Director of Wise Consultants LLC (current position) Sept. 2008 Registered as a certified tax accountant Established Yonetsu Tax Accounting Office, Chief Representative (current position) June 2016 Outside Director of the Company (Audit and Supervisory Committee Member) (current position) (Significant concurrent positions outside the Company) Chief Representative of Yonetsu Tax Accounting Office	1,700
<p><Reasons for nomination as candidate for outside Director who is an Audit and Supervisory Committee Member and outline of expected roles></p> <p>He has extensive experience and broad insights on finance and accounting as a certified tax accountant. We expect that he will be able to express objective opinions from a neutral standpoint, and appropriately fulfill his responsibilities as an Audit and Supervisory Committee Member, and therefore propose his reelection as outside Director who is an Audit and Supervisory Committee Member.</p>			
2	Munetaka Ishikawa (August 9, 1972)	Oct. 1999 Joined Showa Ota & Co. (currently Ernst & Young ShinNihon LLC) Feb. 2007 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Oct. 2011 Joined Sun Tax Management June 2022 Outside Director of the Company (Audit and Supervisory Committee Member) (current position) Dec. 2022 Appointed as Representative Member of Sun Tax Management (current position) (Significant concurrent positions outside the Company) Representative Member of Sun Tax Management	-
<p><Reasons for nomination as candidate for outside Director who is an Audit and Supervisory Committee Member and outline of expected roles></p> <p>Although he has never been involved in corporate management other than having served as an outside officer, he has advanced expertise and broad insights acquired as a certified public accountant. We expect that he will be able to express objective opinions from a neutral standpoint, and appropriately fulfill his responsibilities as an Audit and Supervisory Committee Member, and therefore propose his reelection as outside Director who is an Audit and Supervisory Committee Member.</p>			

Candidate No.	Name (Date of Birth)	Career summary, and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
3	Kazuyoshi Hirose (March 5, 1973)	Oct. 2004 Registered as an attorney at law Oct. 2004 Joined Kansai Law & Patent Office (currently Legal Professional Corporation Kansai Law & Patent Office) Apr. 2016 Joint Representative of Umeda Chuo Law Office (current position) June 2025 Outside Director of the Company (Audit and Supervisory Committee Member) (current position) (Significant concurrent positions outside the Company) Joint Representative of Umeda Chuo Law Office	-
<p><Reasons for nomination as candidate for outside Director who is an Audit and Supervisory Committee Member and outline of expected roles></p> <p>Although he has never been directly involved in corporate management, he has extensive experience and broad insights as an attorney at law and is well versed in corporate legal affairs. We expect that he will be able to express objective opinions from a neutral standpoint, and appropriately fulfill his responsibilities as an Audit and Supervisory Committee Member, and therefore propose his reelection as outside Director who is an Audit and Supervisory Committee Member.</p>			

- Notes:
1. There is no special interest between any of the candidates and the Company.
 2. Hitoshi Yonetsu, Munetaka Ishikawa and Kazuyoshi Hirose are candidates for outside Directors who are Audit and Supervisory Committee Members.
 3. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with each candidate to limit their liability for damages under Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for under Article 425, paragraph (1) of the same Act. If the reelection of these candidates is approved, the Company plans to renew the same agreements with them.
 4. Mr. Yonetsu is currently the Company's outside Director who is an Audit and Supervisory Committee Member, and at the conclusion of this meeting, his tenure will have been ten years.
 5. Mr. Ishikawa is currently the Company's outside Director who is an Audit and Supervisory Committee Member, and at the conclusion of this meeting, his tenure will have been four years.
 6. Mr. Hirose is currently the Company's outside Director who is an Audit and Supervisory Committee Member, and at the conclusion of this meeting, his tenure will have been one year.
 7. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Mr. Yonetsu, Mr. Ishikawa and Mr. Hirose have been designated as independent officers as provided for by the aforementioned exchange. If their election is approved, the Company plans to submit notification concerning their designation as independent officers again.
 8. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The details of this insurance policy are presented in "2. (3) (iii) Summary of the directors and officers liability insurance policy" of the Business Report (Japanese only). Upon the approval of the election of the candidates for Director who is an Audit and Supervisory Committee Member, they will be included among the insureds of the insurance policy.
In addition, when the insurance policy is renewed, the Company plans to renew the policy with the same terms.

Proposal No. 3: Payment of Retirement Benefits to a Retiring Director (Excluding Directors Who Are Audit and Supervisory Committee Members)

The Company proposes to pay retirement benefits within a suitable amount in accordance with the standards prescribed by the Company to Director Yuzo Inoue, who will retire as Director at the conclusion of this meeting due to the expiration of his term of office, in order to compensate him for his service during his term.

The Company proposes that the specific amount, timing and method of the payment of retirement benefits be entrusted to the Board of Directors.

The contents of the proposal were decided by the Board of Directors in accordance with the policy for determining remuneration, etc. for individual Directors, which was established in advance by the Board of Directors of the Company. Therefore, the proposal is deemed to be appropriate.

In addition, this proposal has been considered by the Company's Audit and Supervisory Committee, but they have expressed no opinion.

The policy for determining remuneration, etc. for individual Directors of the Company is described in the Business Report on pages 15 and 16 (Japanese only).

The career summary of the retiring Director who is not an Audit and Supervisory Committee Member is as follows:

Name	Career summary
Yuzo Inoue	June 2005 Director of the Company
	June 2012 Managing Director of the Company
	June 2017 Senior Managing Director of the Company (current position)