Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities code: 3941 June 2, 2023

To our shareholders:

Kiyoshi Otsubo Representative Director, Chairman, and Chief Executive Officer **Rengo Co., Ltd.** 4-1-186 Ohiraki, Fukushima-ku, Osaka (Head Office: 2-2-7 Nakanoshima, Kita-ku, Osaka)

# NOTICE OF THE 155TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

You are cordially invited to attend the 155th Ordinary General Meeting of Shareholders of Rengo Co., Ltd. (the "Company"), which will be held as described below.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. ("Matters Concerning Measures for Providing Information in Electronic Format") in electronic format, and posts this information as "Notice of the 155th Annual General Meeting of Shareholders" on the Company's website. Please access one of the following websites to review the information.

The Company's website: https://www.rengo.co.jp/financial/shoushu.html (in Japanese)

\* Also available on the website of PRONEXUS INC.

https://d.sokai.jp/3941/teiji/ (in Japanese)

\* Also available on the TSE website (Listed Company Search).

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

(Access the above website, enter "Rengo" in "Issue name (company name)" or the Company's securities code "3941" in "Code," and click "Search." Then, click "Basic information" and select "Documents for public inspection/PR information" to check the information.)

If you are unable to attend the meeting in person, you may exercise your voting rights either by postal mail or via the Internet, etc. Please review the attached Reference Documents for the General Meeting of Shareholders and, in accordance with the explanation given below, exercise your voting rights by no later than 5:00 p.m., Wednesday, June 28, 2023 (Japan Standard Time).

1. Date and Time: Thursday, June 29, 2023 at 10:00 a.m. (Japan Standard Time) (reception opens at 9:00 a.m.)

2. Venue:

RIHGA Royal Hotel Osaka 2F "Sanraku" 5-3-68 Nakanoshima, Kita-ku, Osaka

# 3. Purposes:

# Items to be reported:

1. Business Report and Consolidated Financial Statements for the 155th Term (from April 1, 2022 to March 31, 2023), as well as the results of audit of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board

2. Non-Consolidated Financial Statements for the 155th Term (from April 1, 2022 to March 31, 2023)

# Items to be resolved:

**Proposal 1:** Election of Ten (10) Directors

Proposal 2: Election of Two (2) Audit & Supervisory Board Members

# 4. Exercising Voting Rights:

(1) Vote by postal mail

Please indicate your approval or disapproval of the proposals on the enclosed voting form and return it by postal mail to reach us no later than 5:00 p.m., Wednesday, June 28, 2023 (Japan Standard Time). If you do not indicate your approval or disapproval for each proposal, it will be assumed as an indication of approval.

(2) Vote online

Access the voting site designated by the Company (https://www.web54.net) and input your approval or disapproval of the proposals in accordance with the on-screen instructions no later than 5:00 p.m., Wednesday, June 28, 2023 (Japan Standard Time).

- (3) If voting rights are exercised in duplicate through the sending of a voting form by postal mail and voting over the Internet, etc., the vote cast over the Internet, etc. shall be effective. Furthermore, if voting rights are exercised multiple times over the Internet, etc., the final voting right exercised shall be effective.
- For those attending, please present the enclosed voting form at the reception desk on arrival at the meeting.
- If any changes occur in the Matters Concerning Measures for Providing Information in Electronic Format, the Company will ensure that the revised information is posted on each of the respective websites where they are currently published.

Although an electronic provision system has been introduced for the reference documents for the general meeting of shareholders, etc., for this General Meeting of Shareholders, the documents will be sent to all shareholders in writing as before, regardless of whether or not a request for delivery of paper-based documents has been made.

Note that no gifts will be provided at the General Meeting of Shareholders.

#### **Reference Documents for the General Meeting of Shareholders**

# Proposal 1: Election of Ten (10) Directors

As the term will expire for all nine Directors at the conclusion of this meeting, the Company proposes that ten Directors be elected.

This proposal has been decided by the Board of Directors after deliberation by the Nomination Committee, which is an advisory body to the Board of Directors.

The candidates for Directors are as follows:

No.		Name		Position in the Company
1	[Reelection]	Kiyoshi Otsubo		Representative Director, Chairman, and Chief Executive Officer
2	[Reelection]	Yosuke Kawamoto		Representative Director, President and Chief Operating Officer
3	[Reelection]	Moriaki Maeda		Representative Director, Executive Vice President
4	[Reelection]	Yasuhiro Baba		Member of the Board, Executive Vice President
5	[Reelection]	Ichiro Hasegawa		Member of the Board, Executive Vice President
6	[Reelection]	Sadatoshi Inoue		Member of the Board, Executive Vice President
7	[Reelection]	Yoshio Sato	Outside Independent	Outside Director
8	[Reelection]	Masayuki Oku	Outside Independent	Outside Director
9	[Reelection]	Kaoru Tamaoka	Outside Independent	Outside Director
10	[New election]	Koichi Sumida	Outside Independent	

Outside: Candidates for Outside Director

Independent: Independent Directors under the provisions of the Tokyo Stock Exchange, Inc.

No.	Name (Date of birth)	Car	eer summary, position, and responsibilities (Significant concurrent positions)	Number of the Company's shares	
		10.00		owned	
		Apr. 1962	Joined Sumitomo Corporation		
		June 1992	Member of the Board of Sumitomo Corporation		
		June 1996	Managing Director of Sumitomo Corporation		
	[Reelection] Kiyoshi Otsubo	Apr. 2000	Executive Vice President of Sumitomo Corporation		
	(March 15, 1939) Attendance at board meetings	June 2000	Representative Director, President and Chief Executive Officer of the Company	168,500	
1	9/9	Apr. 2014	Representative Director, Chairman, President and Chief Executive Officer of the Company		
		Apr. 2020	Representative Director, Chairman, and Chief		
		-	Executive Officer of the Company (to present)		
		Apr. 1978	orate value and will be able to appropriately supervi s as a management executive. Accordingly, the Comp Joined the Company	-	
		Apr. 2007	Executive Officer of the Company		
		June 2011	Member of the Board, Executive Officer of the		
	[Reelection]		Company		
	Yosuke Kawamoto (May 28, 1955) Attendance at board meetings 9/9	Apr. 2014	Member of the Board, Managing Executive		
			Officer of the Company	104,40	
		Apr. 2019	Member of the Board, Senior Managing Executive Officer of the Company		
2	515	Apr. 2020			
		<responsibil< td=""><td>ities at the Company&gt;</td><td></td></responsibil<>	ities at the Company>		
		Overseas Bus	siness Unit		
	growth and raising medium- and	long-term corp ver many years	can help to implement the Group's strategies aimed a porate value and will be able to appropriately supervi s as a Member of the Board of the Company. Accord	se the Group overal	
		Apr. 1973 June 2003	Joined the Company Member of the Board of the Company		
		Apr. 2007	Member of the Board, Managing Executive		
		Api. 2007	Officer of the Company		
	[Reelection]	Apr. 2011	Member of the Board, Senior Managing		
	Moriaki Maeda		Executive Officer of the Company		
	(April 12, 1950) Attendance at board meetings	Apr. 2013	Representative Director, Executive Vice President of the Company (to present)	100,500	
3	9/9	<responsibil< td=""><td>ities at the Company&gt;</td><td></td></responsibil<>	ities at the Company>		
		-	resident, Corporate Unit		
			posts as officer of other listed companies>		
			ctor of Ishikawa Seisakusho, Ltd.		
	[Reasons for nomination]				
	~ •		help to implement the Group's strategies aimed at ac	-	
			orate value and will be able to appropriately supervises as a Member of the Board of the Company. Accord	-	

No.	Name (Date of birth)	Car	eer summary, position, and responsibilities (Significant concurrent positions)	Number of the Company's shares owned				
4	[Reelection] Yasuhiro Baba (December 11, 1949) Attendance at board meetings 9/9	Corporate Pla Audit Depart	Joined Fukui Chemical Industry (currently the Company) Executive Officer of the Company Member of the Board, Executive Officer of the Company Member of the Board, Managing Executive Officer of the Company Member of the Board, Senior Managing Executive Officer of the Company Member of the Board, Executive Vice President of the Company (to present) lities at the Company> anning Department, Finance & Accounting Group, ment, Credit Department, Information Systems estic Affiliated-Company Administration Unit	85,900				
	[Reasons for nomination] The Company believes that Yasuhiro Baba can help to implement the Group's strategies aimed at achieving stable growth and raising medium- and long-term corporate value and will be able to appropriately supervise the Group overall due to his wealth of experience over many years as a Member of the Board of the Company. Accordingly, the Company proposes his election as Director.							
5	[Reelection] Ichiro Hasegawa (March 20, 1954) Attendance at board meetings 9/9	Apr. 1976 Mar. 2002 June 2002 June 2003 Apr. 2007 Apr. 2013 Apr. 2021 <responsibil Paperboard E</responsibil 	Joined Sumitomo Corporation Adviser to the Company Member of the Board of the Company Member of the Board, Managing Director of the Company Member of the Board, Senior Managing Executive Officer of the Company Representative Director, Executive Vice President of the Company Member of the Board, Executive Vice President of the Company (to present) lities at the Company> Business Unit, Procurement Unit, Chairman of Business Co., Ltd.	621,300				
	growth and raising medium- and	o Hasegawa ca long-term corp ver many years	n help to implement the Group's strategies aimed at a porate value and will be able to appropriately supervi s as a Member of the Board of the Company. Accord	se the Group overall				

No.	Name (Date of birth)	Care	eer summary, position, and responsibilities (Significant concurrent positions)	Number of the Company's shares owned				
6	[Reelection] Sadatoshi Inoue (August 26, 1961) Attendance at board meetings 8/8	Apr. 1985 Apr. 2007 June 2012 Apr. 2014 Apr. 2019 June 2021 Apr. 2022 June 2022 <responsibil Packaging Bu Packaging Lt</responsibil 	87,600					
	[Reasons for nomination] The Company believes that Sadatoshi Inoue can help to implement the Group's strategies aimed at achieving stable growth and raising medium- and long-term corporate value and will be able to appropriately supervise the Group overall due to his wealth of experience over many years as a Member of the Board of the Company. Accordingly, the Company proposes his election as Director.							
7	[Reelection] Yoshio Sato (August 25, 1949) Outside Independent Attendance at board meetings 8/9	Outside Dire	Joined Sumitomo Life Insurance Company Director of Sumitomo Life Insurance Company Managing Director of Sumitomo Life Insurance Company President & Chief Executive Officer of Sumitomo Life Insurance Company Chairman of the Board of Sumitomo Life Insurance Company Outside Director of the Company (to present) Director of Sumitomo Life Insurance Company Senior Corporate Advisor to Sumitomo Life Insurance Company (to present) posts as officer of other listed companies> ctor of Sakata Inx Corporation ctor of Toyo Securities Co., Ltd.	0				
	observations that would be benef experience as a management exec	rview of expection of Yoshio S icial for Compaction cutive, and we	-	nd wealth of				

No.	Name (Date of birth)	Career summary, position, and responsibilities (Significant concurrent positions)					
8	[Reelection] Masayuki Oku (December 2, 1944) Outside Independent Attendance at board meetings 9/9	Outside Direc	Joined Sumitomo Bank, Limited Director of Sumitomo Bank, Limited Managing Director of Sumitomo Bank, Limited Representative Director and Senior Managing Director of Sumitomo Bank, Limited Representative Director and Senior Managing Director of Sumitomo Mitsui Banking Corporation Representative Director and Senior Managing Director of Sumitomo Mitsui Financial Group, Inc. Representative Director and Deputy President of Sumitomo Mitsui Banking Corporation Chairman of the Board of Sumitomo Mitsui Financial Group, Inc. Representative Director and President of Sumitomo Mitsui Banking Corporation Chairman of the Board of Sumitomo Mitsui Financial Group, Inc. Director of Sumitomo Mitsui Financial Group, Inc. Honorary Advisor to Sumitomo Mitsui Financial Group, Inc. (to present) Outside Director of the Company (to present) posts as officer of other listed companies> ctor of TV TOKYO Holdings Corporation	0			
	Non-Executive Director of The Bank of East Asia Ltd.     [Reasons for nomination and overview of expected role]     The Company proposes the election of Masayuki Oku as Director so that he will be able to provide opinions and observations that would be beneficial for Company management, based on his wide-ranging views and wealth of experience as a management executive, and we expect him to fulfill a highly effective supervisory function for						

No.	NameCareer summary, position, and responsibilities(Date of birth)(Significant concurrent positions)			Number of the Company's share owned				
		June 1989	Worked in literary circles as a writer (to present) winning the Kobe Literary Prize (award-winning work: Yume-kui-sakana no blue-goodbye)					
		Apr. 2008	Professor of Osaka University of Arts (to present)					
	[Reelection]	Nov. 2009	Oda Sakunosuke Prize (award-winning work: Oie-san)					
	Kaoru Tamaoka (November 6, 1956)	Oct. 2012	Member of the Hyogo Prefectural Board of Education					
	Outside Independent	Apr. 2014	Visiting professor of Kansai University (to present)					
	Attendance at board meetings 9/9	Apr. 2018	Director of the Administrative Agency for Osaka City Museums (to present)					
9		June 2021 2022	Outside Director of the Company (to present) Nitta Jiro Literary Prize (April), Funahashi					
			Seiichi Literary Prize (November) (award- winning work: The sail god $\sim$ Kuraku					
			Matsuemon, The man on running ships of Kitamae)					
	the election of Kaoru Tamaoka as Director so that she will be able to provide opinions and observations that would be beneficial for Company management, based on her high level of insight and wealth of experience, and we expect her to fulfill a highly effective supervisory function for management as an Outside Director who is independent of the managers who carry out operations. Kaoru Tamaoka has not been involved in company management except as an outside officer in the past, but we have							
	judged that she is capable of prop		g her duties as an Outside Director for the above rea	isons.				
		Apr. 1983	Joined Japan Broadcasting Corporation					
		July 1992	Tokyo Broadcasting Center Announcement					
		Mar. 2003	Room, Japan Broadcasting Corporation Osaka Broadcasting Station Programming					
	[New election]	Mai. 2003	Department, Japan Broadcasting Corporation					
	Koichi Sumida (January 14, 1960)	June 2011	Executive announcer of Japan Broadcasting Corporation					
	Outside In daman damt	Jan. 2020	Retired from Japan Broadcasting Corporation					
	Independent	Apr. 2020	Professor of Osaka University of Arts (to present)					
10		Apr. 2022	Visiting professor of Kansai University (to present)					
	[Reasons for nomination and overview of expected role]							
			of fields, including news reporting, education, and w					
		Society for Disaster Information Studies. The Company proposes the election of Koichi Sumida as Director so that he						
	will be able to provide opinions and observations that would be beneficial for Company management, based on his high level of insight and wealth of experience in public relations as well as social safety, and we expect him to fulfill a highly							
	effective supervisory function for management as an Outside Director who is independent of the managers who carry							
	out operations. Koichi Sumida has not been involved in company management in the past, but we have judged that he is capable of							
	properly performing his duties as			1				
tes: 1.		Rengo Riverwood Packaging, Ltd., for which Sadatoshi Inoue serves as President, has business relationships with t						
			l multi-pack line peripheral devices, etc.					
2.	1							
3.			nd Koichi Sumida are candidates for Outside Direct					
4. 5.			e Director will be five years at the conclusion of this side Director will be four years at the conclusion of	-				

6. The term of office for Kaoru Tamaoka as an Outside Director will be two years at the conclusion of this meeting.

- 7. To enable Yoshio Sato, Masayuki Oku, and Kaoru Tamaoka to sufficiently fulfill the role expected of them as Outside Directors, limited liability agreements have been entered into between them and the Company that limit the liability provided for in Article 423, Paragraph 1 of the Companies Act to the amount stipulated by laws and regulations. If this proposal is approved per the original proposal, the Company plans to continue these limited liability agreements with them. In addition, the Company plans to continue providing notification to the Tokyo Stock Exchange for them as Independent Directors.
- 8. To enable Koichi Sumida to sufficiently fulfill the role expected of him as an Outside Director, a limited liability agreement will be entered into between Koichi Sumida and the Company that limits the liability provided for in Article 423, Paragraph 1 of the Companies Act to the amount stipulated by laws and regulations, if this proposal is approved per the original proposal. In addition, the Company plans to provide notification to the Tokyo Stock Exchange for him as an Independent Director.
- 9. Kaoru Tamaoka's name on the family register is Kaoru Kamatani.
- 10. The Company has entered into a directors and officers liability insurance ("D&O insurance") policy as provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company, thereby covering losses and costs incurred by Directors, Audit & Supervisory Board Members and Executive Officers of the Company and its consolidated subsidiaries in cases where they are liable for damages arising from their performance of duties (unless a coverage exclusion in the insurance policy is applied). The full amount of the insurance premiums for D&O insurance is borne by the Company. If each candidate is elected and assumes the office as Director, the Company plans to include every such Director as an insured in the D&O insurance policy. The term of the D&O insurance policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.

#### (Reference)

The skills matrix below outlines the Company's expectations by field for the candidates for Director based on their knowledge, experience, and abilities.

No.	Name	Position in the Company	Outsid e	Corpor ate manag ement	Sales & market ing	Financ e & accoun ting	Gover nance	Sustai nabilit y	Global	Nomin ation Comm ittee	Remun eration Comm ittee
1	Kiyoshi Otsubo	Representative Director, Chairman, and Chief Executive Officer		•			●		●	0	0
2	Yosuke Kawamoto	Representative Director, President and Chief Operating Officer		•			•		•	0	0
3	Moriaki Maeda	Representative Director, Executive Vice President					•	•			
4	Yasuhiro Baba	Member of the Board, Executive Vice President				•	•				
5	Ichiro Hasegawa	Member of the Board, Executive Vice President			●			•			
6	Sadatoshi Inoue	Member of the Board, Executive Vice President			•			•			
7	Yoshio Sato	Director	0	•			•			0	0
8	Masayuki Oku	Director	0	•			•			O (Chair)	O (Chair)
9	Kaoru Tamaoka	Director	0				•	•		0	0
10	Koichi Sumida		0				•	•			

\* Regarding the knowledge, experience, and abilities expected of each candidate, we have noted up to three fields of expertise for the Representative Director, Chairman and the Representative Director, President, and up to two for other positions within the Company.

The above matrix does not represent all the knowledge, experience, and abilities of each candidate.

\* If this proposal is approved per the original proposal, Koichi Sumida is expected to assume the position of a member in the Nomination Committee and Remuneration Committee.

### Proposal 2: Election of Two (2) Audit & Supervisory Board Members

As the term will expire for Audit & Supervisory Board Members Kiwamu Hashimoto and Junzo Ishii at the conclusion of this meeting, the Company proposes that two Audit & Supervisory Board Members be elected. This proposal has been decided by the Board of Directors after deliberation by the Nomination Committee, which is an advisory body to the Board of Directors, and with the consent of the Audit & Supervisory Board. The candidates for Audit & Supervisory Board Members are as follows:

No.	Name (Date of birth)	Career summary and position (Significant concurrent positions)	Number of the Company's shares owned						
1	[Reelection] Kiwamu Hashimoto (March 7, 1952) Attendance at board meetings 9/9 Attendance at Audit & Supervisory Board meetings 10/10	Apr. 1974Joined the CompanyJun. 2004Member of the Board of the CompanyApr. 2007Member of the Board, Executive Officer of the CompanyApr. 2009Member of the Board, Managing Executive Officer of the CompanyApr. 2013Member of the Board, Senior Managing Executive Officer of the CompanyApr. 2015Member of the Board of the CompanyApr. 2015Member of the Board of the CompanyJune 2015Audit & Supervisory Board Member of the Company (to present)	69,800						
	to his wealth of experience over r Company, and his deep knowledg								
2	[New election] Mitsuhiro Hamamoto (April 18, 1970) Outside Independent	Oct. 2000 Registered as an attorney in Japan (to present) Joined Tadashi Yamada Law Office   Oct. 2004 Joined Kikkawa Law Offices   Feb. 2019 Established Hamamoto Law Office - Representative Partner (to present) <concurrent as="" companies="" listed="" of="" officer="" other="" posts="">   Outside Director (Audit and Supervisory Committee Member)   of TVE Co., Ltd.   Outside Audit &amp; Supervisory Board Member of Wacoal   Holdings Corp.</concurrent>	0						
	able to provide opinions and obse knowledge and experience of lega Member. Mitsuhiro Hamamoto has not bee	[Reasons for nomination] The Company proposes the election of Mitsuhiro Hamamoto as Audit & Supervisory Board Member so that he will be able to provide opinions and observations that would be beneficial for Company management, based on his wealth of knowledge and experience of legal matters as an attorney from the standpoint of an Outside Audit & Supervisory Board Member. Mitsuhiro Hamamoto has not been involved in company management except as an outside officer in the past, but we have judged that he is capable of properly performing his duties as an Outside Audit & Supervisory Board Member for							
Notes:	1. There are no special interests bet	ween the candidates and the Company. ate for Outside Audit & Supervisory Board Member.							

3. To enable Mitsuhiro Hamamoto to sufficiently fulfill the role expected of him as an Outside Audit & Supervisory Board Member, a limited liability agreement will be entered into between Mitsuhiro Hamamoto and the Company that limits the liability provided for in Article 423, Paragraph 1 of the Companies Act to the amount stipulated by laws and regulations, if this proposal is approved per the original proposal. In addition, the Company plans to provide notification to the Tokyo Stock Exchange for him as an Independent Auditor.

4. The Company has entered into a directors and officers liability insurance ("D&O insurance") policy as provided for in Article 430-3, Paragraph 1 of the Companies Act with an insurance company, thereby covering losses and costs incurred by Directors, Audit & Supervisory Board Members and Executive Officers of the Company and its consolidated subsidiaries in cases where they are liable for damages arising from their performance of duties (unless a coverage exclusion in the insurance policy is applied). The full amount of the insurance premiums for D&O insurance is borne by the Company. If each candidate is elected and assumes the office as Audit & Supervisory Board Member, the Company plans to include every such Audit & Supervisory Board Member as an insured in the D&O insurance policy. The term of

the D&O insurance policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.