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(Securities Code 8806) June 5, 2020

To Shareholders with Voting Rights:

Toshiyuki Sonobe Representative Director President Chief Executive Officer 6-32, Nakanoshima 3-chome, Kita-ku, Osaka DAIBIRU CORPORATION

NOTICE OF

THE 148TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

We are pleased to notify you that the 148th Annual General Meeting of Shareholders of DAIBIRU CORPORATION (the "Company") will be held for the purposes as described below.

In order to prevent the spread of COVID-19, shareholders are requested to check their own condition of health and determine whether to attend the General Meeting of Shareholders.

You may exercise your voting rights in writing or via the Internet rather than attending the meeting in person.

Please review the attached reference documents, follow the guide below and exercise your voting rights by no later than 5:00 p.m. on Wednesday, June 24, 2020 (Japan Standard Time).

I. Date and Time: Thursday, June 25, 2020 at 10:00 a.m. Japan time

II. Place: Heian-no-ma Hall, fourth Floor of ANA Crowne Plaza Osaka

3-1 Dojimahama 1-chome, Kita-ku, Osaka

III. Meeting Agenda:

Matters to be reported: 1. Report on business activities, consolidated financial results for fiscal year

2019 (from April 1, 2019 to March 31, 2020) and results of audits of the consolidated financial statements for fiscal year 2019 (from April 1, 2019 to March 31, 2020) by the accounting auditor and the Audit & Supervisory

Board

2. Reports on the non-consolidated financial results for fiscal year 2019 (from April 1, 2019 to March 31, 2020)

Proposals to be resolved:

Proposal 1: Appropriation of Surplus Proposal 2: Election of Seven (7) Directors

Proposal 3: Election of One (1) Substitute Audit & Supervisory Board Member

Proposal 4: Payment of Bonuses to Directors

Proposal 5: Decision on Compensation for the Grant of Restricted Stock to Directors

IV. Guide to Exercising Your Voting Rights:

- (1) If exercising your voting rights in writing:
 Please indicate your votes for or against the proposals on the enclosed voting rights exercise form and send it to us so that it arrives by 5:00 p.m. on Wednesday, June 24, 2020 (Japan Standard Time).
- (2) If exercising your voting rights via the Internet:
 Please review the "Guide on Exercising your Voting Rights via the Internet" in
 the Attachment (page 3) and exercise your voting rights by 5:00 p.m. on
 Wednesday, June 24, 2020 (Japan Standard Time).
- © When attending the meeting, please submit the enclosed voting rights exercise form at the reception desk.
- © Should the reference documents for the general meeting of shareholders, the report on business activities, consolidated financial results, non-consolidated financial results require revisions, the revised versions will be posted on the Company's website (http://www.daibiru.co.jp/).

<Requests to our shareholders>

- Shareholders are requested to take appropriate precautions when attending the meeting such as wearing surgical masks. In addition, the Company may decide to take some measures necessary to ensure shareholders' safety and prevent the spread of infection, at the venue of the General Meeting of Shareholders. In such a case, we ask for your understanding and support.
- At the venue, seats will be spaced widely compared to those in other years to maintain social distancing. Therefore, we may be unable to provide enough seating for all attending shareholders. We humbly request your understanding of this matter.
- Directors of the Company and staff at the General Meeting of Shareholders will measure their body temperature and check their own condition of health before the meeting and wear surgical masks when attending.
- © To shorten the time that shareholders spend in the venue, we will report on our business activities in a concise manner and make efforts to run the meeting smoothly. We ask for your understanding and support.
- © Changes may be made to the operation or the venue of the General Meeting of Shareholders depending on factors including the status of the epidemic before and on the day of the meeting, and announcements made by the government or other authorities. Such changes will be posted on the Company's website (https://www.daibiru.co.jp/).

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

In fiscal year 2019, businesses in Japan and overseas remained steady, and as a result, profit attributable to owners of the parent exceeded that for the previous fiscal year.

The Company's basic management policies are to continuously provide stable dividends to shareholders reflecting its business performance, business environment, and other conditions, while maintaining internal reserves necessary for sound financial strength and future business development. The company targets a payout ratio level (consolidated) of 30%-35%.

In light of the above, we plan to pay the year-end dividends as follows.

- 1. Matters concerning year-end dividends
 - (1) Type of dividend property

Cash

(2) Assignment of dividend property and total amount thereof

¥10.50 per share of common stock of the Company (The same as the previous year)

Total: ¥1,224,575,877

(Note) The annual dividends per share, including the interim dividends, will be \(\xi\)21 per share (increasing by \(\xi\)1.00 from the previous year), and the payout ratio level (consolidated) will be 30.9%.

(3) Effective date of distribution of surplus

June 26, 2020

(Reference: Acquisition of treasury shares)

To enhance shareholder returns and increase capital efficiency, the Company resolved, at the Board of Directors meeting held on April 30, 2020, to acquire treasury shares up to 2.0 million shares or purchase at a total cost of no more than \(\frac{4}{2}\).5 billion through the market purchase of common shares of the Company available on the Tokyo Stock Exchange during the period from May 7, 2020 to December 30, 2020.

Proposal 2: Election of Seven (7) Directors

The terms of office of all seven (7) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly the election of seven (7) Directors is proposed. The candidates for Directors are as follows:

Candidate number	Name	Current position in the Company	
1	Toshiyuki Sonobe	Representative Director, President Chief Executive Officer	Reappointment
2	Junichi Narita	Representative Director, Senior Managing Executive Officer	Reappointment
3	Kensuke Tanaka	Director, Managing Executive Officer	Reappointment
4	Takehiko Ota	Director, Managing Executive Officer	Reappointment
5	Hideki Tainaka	Managing Executive Officer	New appointment
6	Atsushi Oi	Director	Reappointment Outside Director Independent Officer
7	Atsushi Miyanoya	Director	Reappointment Outside Director Independent Officer

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
1	Representative Director role to contribute to term by leveraging	Mitsui O.S.K. I Oceania) Pte. I tion] nobe is current octor and Presid the improvement his wealth of expensions.	Joined Japan Line, Ltd. (currently Mitsui O.S.K. Lines, Ltd.) General Manager of Tanker Division, Mitsui O.S.K. Lines, Ltd. Managing Director of Mitsui O.S.K. Bulk Shipping (Asia Oceania) Pte. Ltd. (currently MOL (Asia Oceania) Pte. Ltd.) (until March 2016) Executive Officer, responsible for South-East Asia, Mitsui O.S.K. Lines, Ltd. Executive Officer, Chief Executive Representative for Asia, the Middle East and Oceania Managing Executive Officer, Group Business Division, responsible for Kansai Area/Japan Logistics Business Promotion Director of the Company Resigned from Managing Executive Officer of Mitsui O.S.K. Lines, Ltd. Executive Vice President, Director General of Office Leasing & Development Division of the Company Representative Director, Executive Vice President, Director General of Office Leasing & Development Division Representative Director, President Chief Executive Officer (to present) Lines, Ltd. is the parent company of the Company. Bulk Shipping (Asia Oceania) Pte. Ltd. (currently MOL (Asia td.) is a subsidiary of Mitsui O.S.K. Lines, Ltd. Ply responsible for the management of the Company as ent Chief Executive Officer, and has played an appropriate not of the Company's corporate value over the medium to long operience and broad insight regarding company management renominate him for Director.	15,700

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
2	Junichi Narita (April 27, 1958) [Reappointment]	April 1981 June 2008 June 2009 June 2011 June 2013 April 2016 April 2019 April 2020	Joined Mitsui O.S.K. Lines, Ltd. General Manager, Logistics Business Division of Mitsui O.S.K. Lines, Ltd. Full-time Corporate Auditor Outside Audit & Supervisory Board Member of the Company Resigned from Full-time Corporate Auditor of Mitsui O.S.K. Lines, Ltd. Resigned from Outside Audit & Supervisory Board Member of the Company Director, Managing Executive Officer, Director General, Administration Division, and commissioned as General Manager, Corporate Planning & Strategic Business Office of the Company Director, Senior Managing Executive Officer, Director General of Administration Division, responsible for IR (Investor Relations) Representative Director, Senior Managing Executive Officer, supervisor for Finance & Accounting Department, responsible for General Affairs Department, Human Resources Department, and Internal Audit Office Representative Director, Senior Managing Executive Officer, responsible for General Affairs Department, Human Resources Department, and Internal Audit Office (to present)	16,600
	Mr. Junichi Narita is currently responsible for the management of the Company as Representative Director and Senior Managing Executive Officer. He possesses thorough knowledge of business management, group management and overseas business, and has played an appropriate role to contribute to the improvement of the Company's corporate value over the medium to long term by leveraging his wealth of experience and a high level of insight. We therefore renominate him for Director.			

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
3		ka has played a	Joined Mitsui O.S.K. Lines, Ltd. Group Leader, LNG No. 3 Group, LNG Carrier Division of Mitsui O.S.K. Lines, Ltd. Seconded to the Company, and commissioned as General Manager, Corporate Planning & Strategic Business Office of the Company Executive Officer, Deputy Director General of Administration Division, and commissioned as General Manager, Corporate Planning & Strategic Business Office Retired from Mitsui O.S.K. Lines, Ltd. Managing Executive Officer, Deputy Director General of Office Leasing and Development Division (responsible for Osaka Office Leasing and Development Department) and commissioned as General Manager, Tokyo Office Leasing and Development Department Director, Managing Executive Officer, supervisor for Business Planning Department and Osaka Office Leasing Department, responsible for Tokyo Office Leasing Department, Real Estate Development Office, and Special Projects (reconstruction of Yaesu Daibiru Building, and branding strategy) Director, Managing Executive Officer, responsible for Real Estate Development Office, Tokyo Office Leasing Department, Sapporo Business Department, and Special Projects (projects for the Sapporo city) (to present)	11,200
	Company's corporate value over the medium to long term by leveraging his wealth of experience and a high level of insight in the Office Leasing & Development Division and the Administration Department. We therefore renominate him for Director.			

No.	Name (Data of birds)		Career summary, positions, responsibilities	Number of shares of the
	(Date of birth)		and significant concurrent positions	Company held
		April 1984 June 2008	Joined Mitsui O.S.K. Lines, Ltd. Manager of IR (Investor Relations) Office	
		June 2013	Full-time Corporate Auditor	
		June 2017	Resigned from Full-time Corporate Auditor of Mitsui	
			O.S.K. Lines, Ltd.	
			Executive Officer, Deputy Director General of Administration Division (responsible for Corporate	
	Takehiko Ota		Planning & Strategic Business Office), and	
	(April 5, 1960) [Reappointment]		commissioned as Manager of Corporate Communications	
	[Кеарропшиени]		Office of the Company	
4		April 2019	Managing Executive Officer, responsible for Corporate	3,700
			Planning Department, Overseas Business Department, and IR (Investor Relations)	
		June 2019	Director, Managing Executive Officer, responsible for	
		vane 2019	Corporate Planning Department, Overseas Business	
			Department, and IR (Investor Relations) (to present)	
	[Reason for nominat	tion]		
			appropriate role to contribute to the improvement of the	
			e medium to long term by leveraging his wealth of experience	
	and a high level of insight in the Administration Department and the Overseas Business			
	Department. We the	refore renomina	te him for Director.	

No.	Name (Date of birth)	Career summary, positions, resp and significant concurrent p		f the iny
5	Department and bu years. He has playe corporate value over	April 1988 Joined the Company General Manager of Construct Management Department Executive Officer, Assistant to Construction & Technical Macommissioned as General Macomm	to the Officer responsible for enagement Department, and enager of Construction & rtment responsible for Construction epartment and Special idosuji Daibiru Building (to present) & Technical Management Group Companies for many rovement of the Company's elth of experience and a high)

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
6	administration and o	tion] a wealth of experi- company managen	Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry) Director of Public Utilities Department, Agency for Natural Resources and Energy Deputy Director-General of Minister's Secretariat, Ministry of Economy, Trade and Industry Defense Counselor of Japan Defense Agency (currently Ministry of Defense) Director of Japan Development Bank (currently Development Bank of Japan Inc.) Resigned from Director of Japan Development Bank Counselor of Mitsui & Co., Ltd. Managing Officer, Chairman & Managing Director of Mitsui & Co. (Australia) Ltd. Executive Managing Officer, Chief Representative of Mitsui & Co., Ltd. in China Senior Executive Managing Officer, General Manager of Osaka Office Counselor Resigned from Counselor of Mitsui & Co., Ltd. President of Japan Institute of Design Promotion (to present) Outside Director of the Company (to present) arrent position Institute of Design Promotion ence and insight through his career in government the company and overseas, which he will apply in the refore renominate him for Outside Director.	0

No.	Name (Date of birth)		Career summary, positions, responsibilities and significant concurrent positions	Number of shares of the Company held
7		tion] oya has a wealth	Joined Bank of Japan Director-General of Financial System and Bank Examination Department Manager of Nagoya Branch Executive Director and Manager of Osaka Branch Executive Director, responsible for Financial System and Bank Examination Department, Currency Issue Department, and Public Relations Department Resigned from Executive Director Chairman of NTT DATA Institute of Management Consulting, Inc. (to present) Outside Director of the Company (to present) urrent position T DATA Institute of Management Consulting, Inc. of experience and insight through his duties at a central agement of the Company. We therefore renominate him for	0

(Notes)

- 1. There are no special interests between each candidate for Director and the Company.
- 2. Mr. Hideki Tainaka is a newly appointed candidate for Director.
- 3. Mr. Atsushi Oi and Mr. Atsushi Miyanoya are candidates for Outside Directors.
- 4. Mr. Atsushi Oi's term of office as Outside Director will be two years at the conclusion of this General Meeting of Shareholders.

Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Mr. Atsushi Oi to limit his liability for damages under Article 423, Paragraph 1 of the said Act. Subject to his reelection, the Company intends to continue the above liability limitation agreement with him.

The Company has registered him as an Independent Officer as prescribed by the rules of Tokyo Stock Exchange, Inc. and has submitted a notification of the appointment to the same Exchange. Subject to his reelection, the Company intends to continue to register him as an Independent Officer.

5. Mr. Atsushi Miyanoya's term of office as Outside Director will be one year at the conclusion of this General Meeting of Shareholders.

Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Mr. Atsushi Miyanoya to limit his liability for damages under Article 423, Paragraph 1 of the said Act. Subject to his reelection, the Company intends to continue the above liability limitation agreement with him.

The Company has registered him as an Independent Officer as prescribed by the rules of Tokyo Stock Exchange, Inc. and has submitted a notification of the appointment to the same Exchange. Subject to his reelection, the Company intends to continue to register him as an Independent Officer.

In addition, Mr. Atsushi Miyanoya is scheduled to assume the office of Outside Director of The Bank of Iwate, Ltd. on June 23, 2020.

Proposal 3: Election of One (1) Substitute Audit & Supervisory Board Member

The Company proposes to elect one (1) Substitute Audit and Supervisory Board Member pursuant to the provision of Article 329, Paragraph 3 of the Companies Act, in preparation of a shortage in the number of Audit & Supervisory Board Members stipulated in the laws and regulations.

The candidate for Substitute Audit & Supervisory Board Member is as follows. The Audit and Supervisory Board has previously given its approval to this proposal.

Name (Date of birth)		Career summary and significant concurrent positions	Number of shares of the Company held	
Hiroshi Morimoto (July 13, 1960)	June 2019 Significant concur Representative Pa CEO of Kitahama Outside Audit & S Ltd.	rtner of Kitahama Partners	0	
[Reason for nomination] Mr. Hiroshi Morimoto has a wealth of experience and insight as an attorney-at-law, which he will				
apply in auditing duties of the Company, and we therefore newly nominate him for Substitute Audit &				
Supervisory Board Member. For the above-mentioned reason, we believe that he will be able to				
execute the duties of Outside Audit & Supervisory Board Member appropriately.				

(Notes)

- 1. There are no special interests between Mr. Hiroshi Morimoto and the Company.
- 2. Mr. Hiroshi Morimoto is nominated as a candidate for Substitute Audit and Supervisory Board Member.
- 3. Subject to his assumption of office as Outside Audit & Supervisory Board Member, pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company intends to enter into an agreement with him to limit his liability for damages under Article 423, Paragraph 1 of the said act.
- 4. Subject to his assumption of office as Outside Audit & Supervisory Board Member, the Company intends to register him as an Independent Officer as prescribed by the rules of Tokyo Stock Exchange, Inc. and submit a notification of the appointment to the same Exchange.

Reference

Criteria for the Independence of Outside Directors and Outside Audit & Supervisory Board Members

In the Company, outside directors and outside Audit & Supervisory Board Members with independence refer to those who do not fall under any of the following:

- 1. A person who is, or used to be an executor of business at the Company, or a group company of the Company (consolidated subsidiaries)
- 2. A person who is a principal shareholder of the Company (a shareholder with 10% or higher shareholding of voting rights at the end of the immediately preceding fiscal year). For cases where such principal shareholder is a corporate entity such as a company, a person who is, or used to be an executor of business at such corporation in the past three years.
- 3. A person who is a principal business partner of the Company or a group company, or a person with whom the Company or a group company is a principal business partner. For cases where such person is a corporation such as a company, a person who is, or used to be an executor of business at such corporation in the past three years. A principal business partner refers to a person who engages in transactions with the Company or a group company in which the annual amount of such transactions accounts for 2% or more of the consolidated total revenue in the immediately preceding fiscal year at either party.
- 4. A person who is a principal lender to the Company or to a group company. For cases where such person is a corporation such as a company, a person who is, or used to be an executor of business at such corporation in the past three years. A principal lender refers to a person from whom the Company or a group company has borrowings, whose latest balance accounts for 2% or more of the consolidated total assets of the Company.
- 5. A person who is an independent auditor of the Company or a group company, or an employee, etc. of the independent auditor, or a person who engaged in the audit work for the Company or a group company as an employee, etc. of the independent auditor in the past three years.
- 6. A person who is an attorney, judicial scrivener, certified public accountant, certified public tax accountant or other consultant, etc. who has received money or other property in excess of \(\frac{1}{2}\)10 million per year on average for the past three years from the Company or a group company, other than executive compensation. For cases where such person is an organization such as a corporation and association, a person who belongs to such organization.
- 7. A person who has received donations in excess of ¥10 million per year on average for the past three years from the Company or a group company. For cases where such person is an organization such as a corporation and association, a person who belongs to such organization.
- 8. A person who is an executor of business at a company where a director from the Company or a group company has been seconded, or at the parent company or a significant subsidiary of such company.
- 9. A person who has served for eight years since the first appointment as an independent outside officer of the Company.
- 10. Spouse or relative within the second degree of kinship of the person who falls under any of the above 1. to 8.

Proposal 4: Payment of Bonuses to Directors

Taking into consideration the business performance, etc. for the year under review, the Company has decided to pay Directors' bonuses of a total of \$73,000,000 to the five (5) Directors (excluding two (2) Outside Directors) in office as of the end of the year under review.

Moreover, the decision on the amount to be paid to each Director will be entrusted to the Board of Directors.

Proposal 5: Decision on Compensation for the Grant of Restricted Stock to Directors

A total amount of monthly compensation for Directors of the Company not exceeding 23 million yen per month was approved by the 128th Annual General Meeting of Shareholders held on June 29, 2000. (There were 11 Directors in office immediately after the conclusion of that General Meeting of Shareholders). The Company requests approval for the payment of compensation for the restricted stock to Directors (excluding Outside Directors; hereinafter referred to as "Eligible Directors"), in addition to the above mentioned monthly compensation and the total amount of Directors' bonuses proposed at each Annual General Meeting of Shareholders, with the aim of providing incentives for the sustained enhancement of the Company's corporate value, and further promotion of shared values between the Eligible Directors and shareholders.

The total amount of monetary compensation paid for granting of restricted stock to the Eligible Directors under this proposal shall be no more than 75 million yen per annum, which is an amount deemed appropriate given the aims described above.

The Eligible Directors shall receive common shares of the Company through issuance or disposal, in return for contribution in kind of all monetary compensation rights arising under this proposal, based on a resolution of the Board of Directors. The total number of common shares of the Company to be issued or disposed of in this manner shall not exceed 50 thousand shares. However, in the event after the date of resolution of this proposal a stock split of the Company's common shares (including gratis allotment of the Company's common shares), or a reverse stock split are conducted, or in other cases where it is necessary to adjust the upper limit of the total number to be allotted, the upper limit may be reasonably adjusted. The amount paid per share shall be equivalent to the closing price of the Company's common shares on the Tokyo Stock Exchange, Inc. on the business day preceding the date of resolution of each meeting of the Board of Directors (if no trading is completed on the same day, the closing price of the most recent trading day prior to that day will be the closing price). The Board of Directors shall determine the specific timing and allocation of compensation to each Eligible Director. If Proposal 2 "Election of Seven (7) Directors" is approved and passed as proposed, the number of the Eligible Directors will be five (5).

The Company plans to pay similar compensation to its Executive Officers for granting of restricted stock, subject to the approval of this proposal as originally proposed.

When the Company issues or disposes of common shares to the Eligible Directors, the Company shall conclude a restricted stock allotment agreement (hereinafter "the Allotment Agreement") that includes the content summarized below, with each Eligible Director.

(1) Period of the Transfer Restrictions

Under the Allotment Agreement, the Eligible Director must not transfer, pledge or otherwise dispose of the restricted stock for the period (hereinafter "the Transfer Restriction Period") beginning from the day when the shares were allotted, and concluding on the day when the Eligible Director retires (that is, ceases to be both Director and Executive Officer; these restrictions are hereinafter referred to as "the Transfer Restrictions").

(2) Release from the Transfer Restrictions

When the Eligible Director has served continuously as a Director or Executive Officer of the Company for the duration of the Transfer Restriction Period, the Company shall remove the Transfer Restriction pertaining to all Allotted Shares held by the Eligible Director at the conclusion of the Transfer Restriction

Period.

(3) Gratis Acquisition of the Allotted Shares

In certain cases, stipulated under the Allotment Agreement, such as the retirement of the Eligible Director before the expiration of the Transfer Restriction Period, except for a reason deemed proper by the Company's Board of Directors, the Company shall acquire the Allotted Shares free of charge.

(4) Treatment in the Case of Organizational Restructuring, etc.

Notwithstanding the provisions in (1) above, where a merger agreement with the Company as the non-surviving company, a share exchange agreement where the Company becomes a wholly-owned subsidiary, a share transfer plan or another matter concerning an organizational restructuring etc. is approved by the Company's General Meeting of Shareholders (or the Company's Board of Directors, for organizational restructuring etc. that does not require the approval of the General Meeting of Shareholders) during the Transfer Restriction Period, the Transfer Restrictions shall be removed before the effective date of the organizational restructuring etc., for a number of the Allotted Shares to be determined reasonably based upon the length of the period from the day when the Transfer Restriction Period commenced to the effective date of the organizational restructuring etc. In this case, the Company shall rightfully acquire, free of charge, the remaining Allotted Shares for which the Transfer Restrictions have not been removed, immediately subsequent to the removal of the Transfer Restrictions in accordance with the provisions above.

(5) Other Matters Determined by the Board of Directors

The Allotment Agreement shall contain other matters determined by the Board of Directors, including the methods used for indicating intention and notification under the Allotment Agreement and amending the Allotment Agreement.

For the duration of the Transfer Restriction Period, it is planned to manage shares allotted to the Eligible Directors under this Allotment Agreement in a dedicated account established by each Eligible Director at a securities company to be determined by the Company, in order to prevent disposal of the shares by transfer, pledge or other means during the Transfer Restriction Period.