To Shareholders with Voting Rights:

Takanori Okumura
President and Representative Director
OKUMURA CORPORATION
2-2-2, Matsuzaki-cho, Abeno-ku,
Osaka-shi, Osaka

NOTICE OF
THE 82ND ANNUAL GENERAL MEETING OF SHAREHOLDERS

We would like to express our appreciation for your continued support and patronage.
You are cordially invited to attend the 82nd Annual General Meeting of Shareholders of OKUMURA CORPORATION (the “Company”). The meeting will be held for the purposes as described 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 attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights in accordance with the guide below.

1. Date and Time
   Thursday, June 27, 2019 at 10:00 a.m. (Japan time)

2. Place
   Head Office of the Company, located at
   2-2-2, Matsuzaki-cho, Abeno-ku, Osaka-shi, Osaka

3. Meeting Agenda

   Matters to be reported:
   1. The Business Report and the Consolidated Financial Statements for the 82nd Fiscal Year (April 1, 2018 - March 31, 2019) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Committee
   2. Non-consolidated Financial Statements for the 82nd Fiscal Year (April 1, 2018 - March 31, 2019)

   Proposals to be resolved:
   Proposal 1: Appropriation of Surplus
   Proposal 2: Partial Amendments to the Articles of Incorporation
   Proposal 3: Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
Guide to Exercising Voting Rights

When Attending the General Meeting of Shareholders

Date and time of the General Meeting of Shareholders

Thursday, June 27, 2019, at 10:00 a.m. (Japan time)

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.
- To save electricity, the venue will be moderately air conditioned and the Cool Biz (light clothing) dress code will be observed at the meeting. Shareholders who attend the meeting are encouraged to wear light clothing.

If You Are Unable to Attend the Meeting

Exercising Voting Rights in Writing

Deadline for Exercise

To be received by no later than 5:15 p.m. Wednesday, June 26, 2019 (Japan time)

- Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form, and return it so that it is received by the deadline for exercise. Furthermore, if there is no indication of a vote for or against any proposal, it shall be treated as an indication of consent for the proposal.

Exercising Voting Rights via the Internet, etc.

Deadline for Exercise

Wednesday, June 26, 2019 at 5:15 p.m. (Japan time)

- Please access the voting rights exercise website, and enter your vote for or against the proposals by following the guidance onscreen.

Voting rights exercise website: https://www.web54.net

Please refer to the next page for details.
- Shareholders may use the voting rights exercise website for smartphones. Please refer to the enclosed leaflet for details.

The following items are posted on the Company’s website in accordance with the provisions of laws and regulations as well as Article 30 of the Company’s Articles of Incorporation, and therefore are not provided in the attached documents to this Notice.

(1) Notes to Consolidated Financial Statements
(2) Notes to Non-consolidated Financial Statements

Furthermore, the above documents constitute part of the Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Accounting Auditor when preparing the accounting audit report, and also constitute part of the Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Audit and Supervisory Committee when preparing the audit report.

Should the Reference Documents for the General Meeting of Shareholders, the Business Report, the Non-consolidated Financial Statements or the Consolidated Financial Statements require revisions, the revised versions will be posted on the Company’s website.

The Company’s website: http://www.okumuragumi.co.jp
Guide to Exercising Voting Rights via the Internet, etc.

If exercising voting rights via the Internet, please review the following items before exercising your voting rights.

● When exercising voting rights via the Internet, please access the voting rights exercise website via a personal computer, smartphone, or mobile phone, use the voting rights exercise code and password on the enclosed Voting Rights Exercise Form, and register your vote for or against the proposals by following the guidance onscreen.

  Voting rights exercise website: https://www.web54.net

● Voting rights exercised via the Internet will be accepted until 5:15 p.m. Wednesday, June 26, 2019 (Japan time).
Please allow ample time to exercise your voting rights to avoid missing the deadline for exercise.

● Connection fees to providers and telecommunications fees (telephone fees, etc.) to telecommunications carriers arising from using the voting rights exercise website will be borne by the shareholder.

● If voting rights are exercised both in writing and via the Internet, the vote received via the Internet will be treated as the valid exercise of voting rights. In addition, if voting rights are exercised multiple times via the Internet, the final vote exercised will be treated as the valid exercise of voting rights.

| Inquiries concerning the exercise of voting rights via the Internet | For inquiries concerning the exercise of voting rights via the Internet, please contact: Sumitomo Mitsui Trust Bank Stock Transfer Agency Website, Dedicated Hotline 0120-652-031 [Business hours: 9:00 a.m. – 9:00 p.m.] |

For Institutional Investors
Institutional investors may exercise voting rights via electromagnetic means from the “Electronic Voting System Platform” operated by ICJ, Inc.
Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company recognizes the distribution of profits as one of the most important managerial issues. For the fiscal year under review, the Company proposes the year-end divided and the appropriation of surplus as shown below in line with its basic policy to maintain a stable dividend of ¥45 per share or an amount according to the Company’s business performance, namely an amount equivalent to the payout ratio (non-consolidated) of 50%, whichever is higher, based on the overall consideration of the Company’s financial situation and other factors.

1. Year-end dividend
   (1) Type of property for dividend
       Cash
   (2) Allotment of property for dividends to shareholders and total amount thereof
       ¥153 per share of the Company’s common stock
       Total amount: ¥5,941,051,812
   (3) Effective date of distribution of surplus
       June 28, 2019

2. Appropriation of surplus
   (1) Item and amount of surplus that will increase
       General reserve ¥5,900,000,000
   (2) Item and amount of surplus that will decrease
       Retained earnings brought forward ¥5,900,000,000
**Proposal 2:** Partial Amendments to the Articles of Incorporation

1. Reasons for the amendments
   (1) To add new businesses to the purpose of the Company in order to prepare for future business development.
   (2) To facilitate distribution of profits to shareholders by enabling the Board of Directors to resolve to pay interim dividends pursuant to the provision of Article 454, Paragraph 5 of the Companies Act.

2. Details of the amendments
   The details of the amendments are as follows. (Proposed amendments are underlined.)

<table>
<thead>
<tr>
<th>Current</th>
<th>Proposed amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Article 2. The purpose of the Company shall be to engage in the following businesses: 1. to 11. (Omitted) (Newly established)</td>
<td>Article 2. The purpose of the Company shall be to engage in the following businesses: 1. to 11. (Unchanged) 12. Power generation, supply of electricity, thermal and other energies, management, operation, and rental of facilities related to the above, consulting and any businesses incidental to the above; 13. (Unchanged)</td>
</tr>
<tr>
<td>Chapter VI. Accounts (Newly established)</td>
<td>Chapter VI. Accounts</td>
</tr>
<tr>
<td>Article 35. (Omitted)</td>
<td>Article 35. The Company may, by resolution of the Board of Directors, pay interim dividends with a record date of September 30 each year. Article 36. (Unchanged)</td>
</tr>
</tbody>
</table>
**Proposal 3:** Election of Six (6) Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

The term of office of all of the seven (7) current Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies hereinafter for Proposal 3) will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of six (6) Directors is proposed.

As regards this proposal, the Audit and Supervisory Committee has expressed the opinion that the candidates are appropriate as Directors of the Company.

The candidates are as follows:

<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Positions and responsibilities</th>
<th>Attendance at meetings of the Board of Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Takanori Okumura</td>
<td>President and Representative Director</td>
<td>100% (14 times / 14 times)</td>
</tr>
<tr>
<td>2</td>
<td>Yuichi Mizuno</td>
<td>Director and Senior Managing Executive Officer</td>
<td>100% (14 times / 14 times)</td>
</tr>
<tr>
<td>3</td>
<td>Keiji Yamaguchi</td>
<td>Director and Senior Managing Executive Officer</td>
<td>100% (14 times / 14 times)</td>
</tr>
<tr>
<td>4</td>
<td>Kenji Kotera</td>
<td>Director and Managing Executive Officer</td>
<td>100% (14 times / 14 times)</td>
</tr>
<tr>
<td>5</td>
<td>Atsushi Tanaka</td>
<td>Representative Director and Managing Executive Officer</td>
<td>100% (14 times / 14 times)</td>
</tr>
<tr>
<td>6</td>
<td>Hiromu Miyazaki</td>
<td>Managing Executive Officer</td>
<td>—</td>
</tr>
<tr>
<td>No.</td>
<td>Name</td>
<td>Date of Birth</td>
<td>Term Evaluation</td>
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<tr>
<td>1</td>
<td>Takanori Okumura</td>
<td>(March 15, 1962)</td>
<td>Reelection</td>
</tr>
<tr>
<td></td>
<td>Number of shares of the Company held</td>
<td>460,784 shares</td>
<td>Career summary, positions, responsibilities and significant concurrent positions</td>
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<td>April 1986</td>
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<td>May 1994</td>
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<td></td>
<td>December 1995</td>
</tr>
<tr>
<td></td>
<td>Attendance at meetings of the Board of Directors</td>
<td>100% (14/14)</td>
<td>April 2001</td>
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<td></td>
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<td>April 2001</td>
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<td>December 2001</td>
</tr>
<tr>
<td>2</td>
<td>Yuichi Mizuno</td>
<td>(July 22, 1953)</td>
<td>Reelection</td>
</tr>
<tr>
<td></td>
<td>Number of shares of the Company held</td>
<td>14,625 shares</td>
<td>Career summary, positions, responsibilities and significant concurrent positions</td>
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<td>April 1979</td>
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<td>March 2004</td>
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<td>April 2006</td>
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<td></td>
<td>April 2007</td>
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<tr>
<td></td>
<td>Attendance at meetings of the Board of Directors</td>
<td>100% (14/14)</td>
<td>October 2008</td>
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</tbody>
</table>
**Keiji Yamaguchi**  
(October 10, 1952)  

- **Number of shares of the Company held**  
  14,416 shares

- **Career summary, positions, responsibilities and significant concurrent positions**  
  - April 1976: Joined the Company  
  - October 2008: General Manager of Kansai Branch, West Japan Branch Office  
  - June 2010: Executive Officer  
  - June 2012: Managing Executive Officer  
  - April 2014: General Manager of West Japan Branch Office (current position)  
  - June 2014: Director and Managing Executive Officer  
  - April 2016: Director and Senior Managing Executive Officer (current position)

- **Attendance at meetings of the Board of Directors**  
  100% (14/14)

**Reason for Nomination as a Candidate for Director**  
Keiji Yamaguchi has served in positions including General Manager of Kansai Branch, West Japan Branch Office and General Manager of West Japan Branch Office, and possesses abundant specialist knowledge through his experience over many years in civil engineering-related, and marketing- and sales-related departments, in addition to a deep knowledge of the Company’s operations, and therefore he is nominated as a candidate.

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**Kenji Kotera**  
(March 18, 1956)  

- **Number of shares of the Company held**  
  9,484 shares

- **Career summary, positions, responsibilities and significant concurrent positions**  
  - April 1980: Joined the Company  
  - April 2009: Deputy General Manager of West Japan Branch Office (in charge of Civil Engineering Business)  
  - June 2013: Executive Officer  
  - June 2014: Director and Executive Officer  
  - June 2016: Executive Officer  
  - April 2017: Managing Executive Officer  
  - April 2017: General Manager of Civil Engineering Headquarters (current position)  
  - June 2017: Director and Managing Executive Officer (current position)

- **Attendance at meetings of the Board of Directors**  
  100% (14/14)

**Reason for Nomination as a Candidate for Director**  
Kenji Kotera has served in positions including Deputy General Manager of West Japan Branch Office and General Manager of Civil Engineering Headquarters, and possesses abundant specialist knowledge through his experience over many years in civil engineering-related departments, in addition to a deep knowledge of the Company’s operations, and therefore he is nominated as a candidate.
<table>
<thead>
<tr>
<th>No.</th>
<th>Candidate Name</th>
<th>Date of Birth</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Atsushi Tanaka</td>
<td>June 5, 1959</td>
<td>Reelection</td>
</tr>
<tr>
<td>6</td>
<td>Hiromu Miyazaki</td>
<td>May 8, 1955</td>
<td>New election</td>
</tr>
</tbody>
</table>

### Number of shares of the Company held
- **Atsushi Tanaka**: 8,852 shares (April 1982 - April 2004)
- **Hiromu Miyazaki**: 6,987 shares (April 1978 - April 2015)

### Career summary, positions, responsibilities and significant concurrent positions

#### Atsushi Tanaka
- **April 1982**: Joined the Company
- **April 2004**: General Manager of Finance & Accounting Department, Administration Headquarters
- **June 2014**: Director and Executive Officer
- **June 2014**: Deputy General Manager of Administration Headquarters and General Manager of Finance & Accounting Department
- **April 2017**: Director and Managing Executive Officer
- **April 2017**: General Manager of Administration Headquarters (current position)
- **June 2017**: Representative Director and Managing Executive Officer (current position)

#### Hiromu Miyazaki
- **November 2012**: Deputy General Manager of West Japan Branch Office (in charge of Building Business)
- **April 2015**: Executive Officer
- **April 2019**: Managing Executive Officer (current position)
- **April 2019**: General Manager of Building Headquarters (current position)

### Reason for Nomination as a Candidate for Director

**Atsushi Tanaka**

Atsushi Tanaka has served in positions including General Manager of Finance & Accounting Department, Administration Headquarters; Deputy General Manager of Administration Headquarters; and General Manager of Administration Headquarters, and possesses abundant specialist knowledge through his experience over many years in administrative departments, in addition to a deep knowledge of the Company’s operations, and therefore he is nominated as a candidate.

**Hiromu Miyazaki**

Hiromu Miyazaki has served in positions including Deputy General Manager of West Japan Branch Office and General Manager of Building Headquarters, and possesses abundant specialist knowledge through his experience over many years in building-related departments, in addition to a deep knowledge of the Company’s operations, and therefore he is nominated as a candidate.

### Notes
There are no special interests between each of the candidates and the Company.
**Reference:** Composition of the Board of Directors

If Proposal 3 is approved as originally proposed, the composition of the Company's Board of Directors will be as follows:

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Responsibilities</th>
<th>Significant concurrent positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>President and Representative</td>
<td>Takanori Okumura</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Yuichi Mizuno</td>
<td>Senior Managing Executive Officer General Manager of East Japan Branch Office</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Keiji Yamaguchi</td>
<td>Senior Managing Executive Officer General Manager of West Japan Branch Office</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Kenji Kotera</td>
<td>Managing Executive Officer General Manager of Civil Engineering Headquarters</td>
<td></td>
</tr>
<tr>
<td>Representative Director</td>
<td>Atsushi Tanaka</td>
<td>Managing Executive Officer General Manager of Administration Headquarters</td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Hiromu Miyazaki</td>
<td>Managing Executive Officer General Manager of Building Headquarters</td>
<td></td>
</tr>
<tr>
<td>Outside Director (Audit and</td>
<td>Shuji Abe</td>
<td></td>
<td>Certified public accountant and certified public tax accountant (Representative Partner of SORA Tax Accountant Corporation and Representative of Abe CPA Office) Outside Corporate Auditor of Daiwa Computer Co., Ltd. Outside Corporate Auditor of NISHIO RENT ALL CO., LTD.</td>
</tr>
<tr>
<td>Supervisory Committee Member)</td>
<td></td>
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</tr>
<tr>
<td>Director (Full-time Audit and</td>
<td>Harumitsu Yoshimura</td>
<td></td>
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<tr>
<td>Supervisory Committee Member)</td>
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<tr>
<td>Outside Director (Audit and</td>
<td>Hiroyo Yashiro</td>
<td></td>
<td>Attorney-at-law (Iino Yashiro Horiguchi Law Office)</td>
</tr>
<tr>
<td>Supervisory Committee Member)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Outside Director (Audit and</td>
<td>Hideshi Nio</td>
<td></td>
<td>Certified public tax accountant (Representative of Nio Tax Accountant Office)</td>
</tr>
<tr>
<td>Supervisory Committee Member)</td>
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</tr>
<tr>
<td>Outside Director (Audit and</td>
<td>Tetsuo Kodera</td>
<td></td>
<td>Attorney-at-law (Representative of Kodera Law Office) Outside Director of Samty Co., Ltd.</td>
</tr>
<tr>
<td>Supervisory Committee Member)</td>
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</table>