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Securities Code: 2904
September 7, 2021

To Shareholders with Voting Rights:

Masahiro Nozaki
Representative Director, President & CEO
Ichimasa Kamaboko Co., Ltd.
7-77 Tsushimaya, Higashi-ku, Niigata City,
Japan

Notice of the 57th Annual General Meeting of Shareholders

Dear Shareholders:

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

We are pleased to announce that the 57th Annual General Meeting of Shareholders of Ichimasa Kamaboko Co., Ltd. (the “Company”) will be held as described below.

We have decided to hold this General Meeting of Shareholders after implementing appropriate measures against COVID-19. To ensure the safety of all shareholders and prevent the further spread of the virus, we request that you exercise your voting rights in advance, in writing or via the Internet wherever possible.

If you agree to exercise your voting rights in advance, please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:30 p.m. on Monday, September 27, 2021, Japan time in accordance with the instructions for exercising voting rights on pages 5 and 6 of the Japanese version of this document.

- 1. Date and Time:** Tuesday, September 28, 2021 at 10:00 a.m. Japan time
(Reception will open at 9:00 a.m.)
- 2. Venue:** Head Office of Ichimasa Kamaboko Co., Ltd., conference room on the 2nd floor
7-77 Tsushimaya, Higashi-ku, Niigata City
- 3. Meeting Agenda:**
 - Matters to be reported:**
 1. The Business Report and Consolidated Financial Statements for the Company’s 57th fiscal year (July 1, 2020 to June 30, 2021) and results of audits by the Accounting Auditor and Audit and Supervisory Committee of the Consolidated Financial Statements
 2. Non-Consolidated Financial Statements for the Company’s 57th fiscal year (July 1, 2020 to June 30, 2021)

Proposals to be resolved

- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members)
- Proposal 3:** Election of Four (4) Directors who are Audit and Supervisory Committee Members

- When attending the meeting, please submit the enclosed Voting Rights Exercise Form to the reception desk.
- Pursuant to laws and regulations and Article 16 of the Company's Articles of Incorporation, the following documents are posted on the Company's website (<https://www.ichimasa.co.jp>), and therefore they are not provided with this Notice: Systems and Policies of the Company, Consolidated Statement of Changes in Equity, Notes to Consolidated Financial Statements, Non-Consolidated Statement of Changes in Equity, and Notes to Non-Consolidated Financial Statements. The documents attached to this notice are part of the Business Report, Consolidated Financial Statements, and Non-Consolidated Financial Statements, which have been audited by the Accounting Auditor and Audit and Supervisory Committee for their audit reports.
- Any revisions to the Reference Documents for the General Meeting of Shareholders, Business Report, Consolidated Financial Statements, or Non-Consolidated Financial Statements will be posted online on the Company's website (<https://www.ichimasa.co.jp>).
- The English versions of this Notice and the Reference Documents for the General Meeting of Shareholders are posted on the Company's website (<https://www.ichimasa.co.jp>).
- The results of resolutions at the General Meeting of Shareholders will be posted online on the Company's website (<https://www.ichimasa.co.jp>) in lieu of sending a Notice of Resolutions.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company's basic policy regarding distribution of profits is to maintain stable dividends while comprehensively considering financial results, payout ratios, future business development, and other factors. The proposal for appropriation of surplus is as follows.

Items related to the year-end dividends

The Company proposes a year-end dividend of ¥10 per share.

(1) Type of dividend property

Cash

(2) Items related to allotment of dividend property and total amount thereof

Dividend per common share of the Company: ¥10.00

Total payment: ¥185,249,120

(3) Effective date of dividends of surplus

September 29, 2021

Proposal 2: Election of Six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The terms of office of all Directors (excluding Directors who are Audit and Supervisory Committee Members; the same applies throughout this Proposal) will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes to elect six (6) Directors.

This Proposal was discussed by the Audit and Supervisory Committee, and there were no matters to note.

The candidates for Director are as follows.

No.	Name (Age)	Current positions and responsibilities at the Company and significant concurrent positions	Attendance at Board of Directors Meetings
1	Masahiro Nozaki (63) [Reappointment]	Representative Director, President & CEO Representative Director, President & CEO, ICHIMASA REIZO CO., LTD.	14/14 (100%)
2	Masahiko Takizawa (67) [Reappointment]	Director, Vice President, and General Manager of Business Administration Division	14/14 (100%)
3	Masayuki Goto (62) [Reappointment]	Managing Director, General Manager of Production Technology Division, General Manager of Production Department, and General Manager of Bio Business Division	14/14 (100%)
4	Keiichi Oyanagi (60) [Reappointment]	Managing Director, General Manager of Sales Division	14/14 (100%)
5	Masaki Takashima (61) [Reappointment]	Director, General Manager of Corporate Planning Department	14/14 (100%)
6	Masako Nakayama (51) [New appointment] [Outside] [Independent]	President and Representative Director, KITAC CORPORATION Outside Director, SECOM JOSHINETSU CO., LTD.	- / - (- %)

No.	Name (Date of Birth, Age)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
1	<p>Masahiro Nozaki (February 5, 1958, 63 years old)</p> <p>[Reappointment]</p> <p>[Attendance at Board of Directors Meetings] 14/14 (100%)</p>	<p>April 1981 Joined the Company</p> <p>September 1991 Director, General Manager of Sales Department</p> <p>September 1997 Managing Director, General Manager of Sales Division</p> <p>September 1999 Representative Director, President & CEO (current position)</p> <p>[Significant Concurrent Positions]</p> <p>• Representative Director, President & CEO, ICHIMASA REIZO CO., LTD.</p> <p>There are no special interest relationships between the candidate and the Company.</p>	523,120 shares
<p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Masahiro Nozaki has extensive experience and wide-ranging knowledge as a business executive. He has demonstrated leadership as the Company's Chief Executive Officer and is well versed in various divisions, including sales and marketing. Therefore, the Company believes that he is an appropriate person to execute the duties of the office and requests that he be reappointed as a Director.</p>			
2	<p>Masahiko Takizawa (July 7, 1954, 67 years old)</p> <p>[Reappointment]</p> <p>[Attendance at Board of Directors Meetings] 14/14 (100%)</p>	<p>July 2011 Joined the Company Deputy General Manager of Administration Department</p> <p>September 2011 Director, General Manager of Administration Department</p> <p>September 2015 Managing Director, General Manager of Administration Department</p> <p>September 2017 Senior Managing Director</p> <p>September 2020 Director, Vice President, and General Manager of Business Administration Division (current position)</p> <p>[Significant Concurrent Positions]</p> <p>—</p> <p>There are no special interest relationships between the candidate and the Company.</p>	3,000 shares
<p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Masahiko Takizawa has extensive experience and wide-ranging knowledge in various fields, including corporate planning, human resources and financial affairs, and has demonstrated leadership as a member of the Company's management team. Therefore, the Company believes that he is an appropriate person to execute the duties of the office and requests that he be reappointed as a Director.</p>			

No.	Name (Date of Birth, Age)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
3	Masayuki Goto (October 26, 1958, 62 years old) [Reappointment] [Attendance at Board of Directors Meetings] 14/14 (100%)	<p>November 1985 Joined the Company</p> <p>July 2002 General Manager of the Headquarters Factory</p> <p>July 2012 Executive Officer, General Manager of Production Management Department, and General Manager of Product Development Department</p> <p>September 2013 Director, General Manager of Production Management Department</p> <p>September 2019 Managing Director, General Manager of Production Management Department, and General Manager of Product Development Department</p> <p>September 2020 Managing Director, General Manager of Production Technology Division, General Manager of Production Department, and General Manager of Bio Business Division (current position)</p> <p>[Significant Concurrent Positions] —</p> <p>There are no special interest relationships between the candidate and the Company.</p>	7,000 shares
[Reason for nomination as a candidate for Director] Mr. Masayuki Goto has extensive experience in production and product development and has demonstrated leadership in product safety and security in manufacturing and improvement of profitability. Therefore, the Company believes that he is an appropriate person to execute the duties of the office and requests that he be reappointed as a Director.			
4	Keiichi Oyanagi (February 7, 1961, 60 years old) [Reappointment] [Attendance at Board of Directors Meetings] 14/14 (100%)	<p>April 1983 Joined the Company</p> <p>February 2006 General Manager of Tokyo Branch Office</p> <p>July 2012 Executive Officer, General Manager of Tokyo Branch Office</p> <p>July 2015 Executive Officer, General Manager of Sales Management Department, and General Manager of Tokyo Branch Office</p> <p>September 2016 Director, General Manager of Sales Management Department, and General Manager of Tokyo Branch Office</p> <p>September 2020 Managing Director, General Manager of Sales Division, General Manager of Sales Promotion Department, and General Manager of Tokyo Branch Office</p> <p>March 2021 Managing Director, General Manager of Sales Division (current position)</p> <p>[Significant Concurrent Positions] —</p> <p>There are no special interest relationships between the candidate and the Company.</p>	4,000 shares
[Reason for nomination as a candidate for Director]			

No.	Name (Date of Birth, Age)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
		Mr. Keiichi Oyanagi has extensive experience in sales and has demonstrated leadership in customer sales nationwide. Therefore, the Company believes that he is an appropriate person to execute the duties of the office and requests that he be reappointed as a Director.	

No.	Name (Date of Birth, Age)	Career summary, positions and responsibilities at the Company, and significant concurrent positions		Number of shares of the Company held
5	<p>Masaki Takashima (May 20, 1960, 61 years old)</p> <p>[Reappointment]</p> <p>[Attendance at Board of Directors Meetings] 14/14 (100%)</p>	<p>July 2016</p> <p>September 2017</p> <p>[Significant Concurrent Positions] —</p>	<p>Joined the Company Executive Officer, General Manager of Corporate Planning Department</p> <p>Director, General Manager of Corporate Planning Department (current position)</p> <p>There are no special interest relationships between the candidate and the Company.</p>	1,300 shares
<p>[Reason for nomination as a candidate for Director]</p> <p>Mr. Masaki Takashima has extensive experience in corporate planning and has demonstrated leadership in development of the Company's medium-term business plans. Therefore, the Company believes that he is an appropriate person to execute the management strategies and requests that he be reappointed as a Director.</p>				
6	<p>Masako Nakayama (November 27, 1969, 51 years old)</p> <p>[New appointment] [Outside] [Independent]</p> <p>[Attendance at Board of Directors Meetings] - / - (- %)</p>	<p>May 2006</p> <p>January 2009</p> <p>January 2013</p> <p>January 2015</p> <p>January 2017</p> <p>[Significant Concurrent Positions]</p>	<p>Joined KITAC CORPORATION Director, General Manager of CG Solution Center, KITAC CORPORATION Managing Director, KITAC CORPORATION Senior Managing Director, KITAC CORPORATION President and Representative Director, KITAC CORPORATION (current position)</p> <p>• President and Representative Director, KITAC CORPORATION • Outside Director, SECOM JOSHINETSU CO., LTD.</p> <p>There are no special interest relationships between the candidate and the Company.</p>	-
<p>[Reason for nomination as a candidate for Director]</p> <p>Ms. Masako Nakayama supervises all aspects of corporate management as President and Representative Director of KITAC CORPORATION. Therefore, the Company believes that she will be able to utilize her knowledge and experience in corporate management from an unbiased standpoint at the Company and requests that she be appointed as a Director.</p>				

- Notes:
1. Ms. Masako Nakayama meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the Company's own criteria for determining independence. If Ms. Nakayama is appointed as proposed, she will be designated as an independent officer, and this information will be submitted to the Tokyo Stock Exchange.
 2. If Ms. Masako Nakayama is appointed as proposed, the Company plans to conclude a liability limitation agreement in accordance with Article 427, Paragraph 1 of the Companies Act.
 3. The Company has entered into Directors and Officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. If the candidates for Director are elected and assume the office, they will become the insured under this policy. The Company intends to renew the policy with the same provisions the next time the policy is up for renewal.

Proposal 3: Election of Four (4) Directors who are Audit and Supervisory Committee Members

The terms of office of all Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes to elect four (4) Directors who are Audit and Supervisory Committee Members.

This proposal has been approved by the Audit and Supervisory Committee.

The candidates for Directors who are Audit and Supervisory Committee Members are as follows.

No.	Name (Age)		Current positions and responsibilities at the Company and significant concurrent positions	Attendance at Board of Directors Meetings Attendance at Audit and Supervisory Committee Meetings
1	Kayoko Takayama (59)	[New appointment]	Deputy General Manager of ESG Promotion Department	- / - (- %) - / - (- %)
2	Keiji Sakai (73)	[Reappointment] [Outside] [Independent]	Director (Audit and Supervisory Committee Member) Representative of Sakai Accounting Office Outside Director, THE TAIKO BANK, LTD. (Audit and Supervisory Committee Member)	11/14 (78%) 12/13 (92%)
3	Hyoë Furukawa (73)	[Reappointment] [Outside] [Independent]	Director (Audit and Supervisory Committee Member) Representative of Hyoë Furukawa Law Office	12/14 (85%) 13/13 (100%)
4	Norio Yoshida (69)	[Reappointment] [Outside] [Independent]	Director (Audit and Supervisory Committee Member) President and Representative Director, Niigata-Kubota Corporation Outside Director, Daiichi Kensetsu Corporation	12/14 (85%) 13/13 (100%)

No.	Name (Date of Birth, Age)	Career summary, positions and responsibilities at the Company, and significant concurrent positions		Number of shares of the Company held
1	<p>Kayoko Takayama (November 23, 1961, 59 years old)</p> <p>[New appointment]</p> <p>[Attendance at Board of Directors Meetings] - / - (- %)</p> <p>[Attendance at Audit and Supervisory Committee Meetings] - / - (- %)</p>	<p>April 1984 Joined the Company</p> <p>July 2013 Manager of Purchasing Section</p> <p>July 2017 Assistant General Manager of CSR Promotion Office</p> <p>March 2019 Assistant General Manager of Corporate Planning Department</p> <p>March 2021 Deputy General Manager of ESG Promotion Department (current position)</p> <p>[Significant Concurrent Positions] —</p>	<p>There are no special interest relationships between the candidate and the Company.</p>	1,500 shares
	<p>[Reason for nomination as a candidate for Director who is an Audit and Supervisory Committee Member]</p> <p>Ms. Kayoko Takayama has extensive experience in all aspects of the Company's administration, including quality assurance, production management, and ESG. Therefore, the Company believes that she will appropriately carry out the duties and roles of auditing and supervising the Company's business execution and requests that she be appointed as a Director who is an Audit and Supervisory Committee Member.</p>			
2	<p>Keiji Sakai (May 28, 1948, 73 years old)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at Board of Directors Meetings] 11/14 (78%)</p> <p>[Attendance at Audit and Supervisory Committee Meetings] 12/13 (92%)</p>	<p>March 1977 Registered as a Certified Public Accountant</p> <p>March 1985 Established Sakai Accounting Office (currently in business)</p> <p>October 1994 Representative Partner, Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>June 2007 Chairman, The Japanese Institute of Certified Public Accountants Niigata</p> <p>September 2012 Auditor, the Company</p> <p>September 2015 Director (Audit and Supervisory Committee Member) (current position)</p> <p>[Significant Concurrent Positions]</p> <ul style="list-style-type: none"> • Representative of Sakai Accounting Office • Outside Director, THE TAIKO BANK, LTD. (Audit and Supervisory Committee Member) 	<p>There are no special interest relationships between the candidate and the Company.</p>	-
	<p>[Reason for nomination as a candidate for Outside Director who is an Audit and Supervisory Committee Member and expected roles]</p> <p>Mr. Keiji Sakai, as a certified public accountant, is an expert in corporate accounting. He possesses specialized knowledge and extensive experience and appropriately carries out the duties and roles of the office at the Company. Therefore, the Company requests that he be reappointed as an Outside Director who is an Audit and Supervisory Committee Member.</p> <p>He will have served as an Outside Director who is an Audit and Supervisory Committee Member for six years at the conclusion of this General Meeting of Shareholders.</p> <p>Mr. Sakai does not participate in company management in any way other than as an Outside Director, but we have determined that he is capable of appropriately carrying out the duties of an Outside Director for the reason stated above.</p>			

No.	Name (Date of Birth, Age)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
3	<p>Hyo Furukawa (March 5, 1948, 73 years old)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at Board of Directors Meetings] 12/14 (85%)</p> <p>[Attendance at Audit and Supervisory Committee Meetings] 13/13 (100%)</p>	<p>April 1975 Registered as an attorney</p> <p>May 1977 Established Hyoe Furukawa Law Office (currently in business)</p> <p>September 2015 Director (Audit and Supervisory Committee Member), the Company (current position)</p> <p>[Significant Concurrent Positions] • Representative of Hyoe Furukawa Law Office</p> <p>There are no special interest relationships between the candidate and the Company.</p>	-
<p>[Reason for nomination as a candidate for Outside Director who is an Audit and Supervisory Committee Member and expected roles]</p> <p>Mr. Hyoe Furukawa, as an attorney, is an expert in corporate legal affairs. He possesses specialized knowledge and extensive experience and appropriately carries out the duties and roles of the office at the Company. Therefore, the Company requests that he be reappointed as an Outside Director who is an Audit and Supervisory Committee Member.</p> <p>He will have served as an Outside Director who is an Audit and Supervisory Committee Member for six years at the conclusion of this General Meeting of Shareholders.</p> <p>Mr. Furukawa does not participate in company management in any way other than as an Outside Director, but we have determined that he is capable of appropriately carrying out the duties of an Outside Director for the reason stated above.</p>			

No.	Name (Date of Birth, Age)	Career summary, positions and responsibilities at the Company, and significant concurrent positions	Number of shares of the Company held
4	Norio Yoshida (June 22, 1952, 69 years old) [Reappointment] [Outside] [Independent] [Attendance at Board of Directors Meetings] 12/14 (85%) [Attendance at Audit and Supervisory Committee Meetings] 13/13 (100%)	November 1983 Joined Niigata-Kubota Corporation February 1994 Director and Deputy General Manager of Sales Division, Niigata-Kubota Corporation March 1997 Managing Director and General Manager of Sales Division, Niigata-Kubota Corporation March 2000 Senior Managing Director and General Manager of Sales Division, Niigata-Kubota Corporation January 2002 President and Representative Director, Niigata- Kubota Corporation (current position) September 2017 Director (Audit and Supervisory Committee Member), the Company (current position) [Significant Concurrent Positions] • President and Representative Director, Niigata-Kubota Corporation • Outside Director, Daiichi Kensetsu Corporation There are no special interest relationships between the candidate and the Company.	-
[Reason for nomination as a candidate for Outside Director who is an Audit and Supervisory Committee Member and expected roles] Mr. Norio Yoshida has extensive knowledge and experience in corporate management as President and Representative Director of Niigata-Kubota Corporation, and appropriately carries out the duties and roles of the office from an unbiased standpoint at the Company. Therefore, the Company requests that he be reappointed as an Outside Director who is an Audit and Supervisory Committee Member. He will have served as an Outside Director who is an Audit and Supervisory Committee Member for four years at the conclusion of this General Meeting of Shareholders.			

- Notes: 1. Messrs. Keiji Sakai, Hyoe Furukawa, and Norio Yoshida are candidates for Outside Director.
2. Messrs. Keiji Sakai, Hyoe Furukawa, and Norio Yoshida meet the requirements for independent officers stipulated by the Tokyo Stock Exchange and the Company's own criteria for determining independence. The three candidates have therefore been designated as independent officers, and this information has been submitted to the Tokyo Stock Exchange.
3. The Company has concluded liability limitation agreements with Messrs. Keiji Sakai, Hyoe Furukawa, and Norio Yoshida in accordance with Article 427, Paragraph 1 of the Companies Act. If reappointment of the three candidates is approved, the Company intends to maintain liability limitation agreements with them. The Company intends to conclude an equivalent liability limitation agreement with Ms. Kayoko Takayama if she is elected as proposed.
4. The Company has entered into Directors and Officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. If the candidates for Director are elected and assume the office, they will each become the insured under this policy. The Company intends to renew the policy with the same provisions the next time the policy is up for renewal.

[For Reference]

The Company has established the following Policies and Procedures for Appointment/Dismissal of Directors and Nomination of Director Candidates.

Policies and Procedures for Appointment/Dismissal of Directors and Nomination of Director Candidates

In selecting and dismissing the Representative Director, appointing and dismissing Directors, and nominating candidates for Director, the Company consults with the Board of Independent Outside Officers based on standards for appointment and dismissal of Directors and receives its response, and then the Board of Directors makes the decisions.

In nominating candidates for Outside Director, the Company, based on standards for appointment of Outside Directors, selects candidates that meet the independence criteria of the Companies Act and Tokyo Stock Exchange as well as the Company's own criteria for determining independence and ensures that Independent Outside Directors constitute at least one-third of the Board of Directors. The Company consults with the Board of Independent Outside Officers on these matters and receives its response, and then the Board of Directors makes the decisions.

Skills Matrix for Director Candidates

Name	Areas of experience of candidates for Inside Director (including Officers in charge)									Areas the Company specifically expects Outside Directors (including candidates) to be involved		
	Corporate management	Management strategy	Sales Marketing	Manufacturing Technology research	Product development	ESG	Legal affairs Risk management	Personnel Human resources development	Financial accounting Tax affairs	Corporate management	Legal affairs Risk management	Financial accounting Tax affairs
Directors who are not Audit and Supervisory Committee Members												
Masahiro Nozaki (Reappointment)	•	•	•			•						
Masahiko Takizawa (Reappointment)		•				•	•	•	•			
Masayuki Goto (Reappointment)				•	•							
Keiichi Oyanagi (Reappointment)			•		•							
Masaki Takashima (Reappointment)		•				•			•			
Masako Nakayama (New appointment, Outside)										•		
Directors who are Audit and Supervisory Committee Members												
Kayoko Takayama (New appointment)				•		•						
Keiji Sakai (Reappointment, Outside)												•
Hyo Furukawa (Reappointment, Outside)											•	
Norio Yoshida (Reappointment, Outside)										•		