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Securities Code: 2904
September 4, 2025
(Start date for electronic provision measures: September 2, 2025)

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 61st 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 61st Annual General Meeting of Shareholders of ICHIMASA KAMABOKO CO., LTD. (the “Company”) will be held as described below.

In the convocation of this General Meeting of Shareholders, the Company has taken electronic provision measures and posted the matters subject to electronic provision measures as the “Notice of the 61st Annual General Meeting of Shareholders” and “Other Matters Subject to Electronic Provision Measures for the 61st Annual General Meeting of Shareholders (Matters Excluded from Paper-based Documents Delivered)” on websites listed below.

The Company’s website:

<https://corporate.ichimasa.co.jp/en/ir/stock/meeting/>

In addition to the above-mentioned website, the Company has posted the same information on the following website.

The Tokyo Stock Exchange website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

(Please access the website mentioned above and enter the Company’s name or its securities code to search. Then, please select “Basic information” followed by “Documents for public inspection/PR information” and review the documents.)

If you do not attend the Meeting in person, you can exercise your voting rights in writing using the Voting Rights Exercise Form or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders described in the matters subject to electronic provision measures and exercise your voting rights by 5:30 p.m. on Wednesday, September 24, 2025, Japan time in accordance with the instructions for exercising voting rights on page 4 to 5 of the Japanese version of this document.

- 1. Date and Time:** Thursday, September 25, 2025 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 61st fiscal year (July 1, 2024 to June 30, 2025) 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 61st fiscal year (July 1, 2024 to June 30, 2025)
- Proposals to be resolved**
- Proposal 1:** Appropriation of Surplus
- Proposal 2:** Election of Five (5) Directors (excluding Directors who are Audit and Supervisory Committee Members)
- Proposal 3:** Election of Four (4) Directors who are Audit and Supervisory Committee Members

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- When attending the meeting, please submit the enclosed Voting Rights Exercise Form to the reception desk.
 - Any revisions to the matters subject to electronic provision measures will be posted on each website that provides the information.
 - The Reference Documents for the General Meeting of Shareholders and part of the Business Report have been sent to shareholders who have not requested the delivery of the paper-based documents.
 - Pursuant to laws and regulations and Article 16 of the Company's Articles of Incorporation, the following matters are not included in the documents sent to shareholders who have requested them. Therefore, these documents are part of the documents that have been audited by the Audit and Supervisory Committee and the Accounting Auditor in preparing their respective audit reports.
 - Systems and Policies of the Company in the Business Report
 - Consolidated Statements of Changes in Equity
 - Notes to Consolidated Financial Statements
 - Non-Consolidated Statements of Changes in Equity
 - Notes to Non-Consolidated Financial Statements
 - The English versions of this Notice and the Reference Documents for the General Meeting of Shareholders are posted on the Company's website.
 - The results of resolutions at the General Meeting of Shareholders will be posted online on the Company's website in lieu of sending a Notice of Resolutions.

The Company's website (English): <https://corporate.ichimasa.co.jp/en/ir/stock/meeting/>

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

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

The Company celebrated its 60th anniversary on January 22, 2025. We would like to express our sincere appreciation and gratitude to our shareholders and many other stakeholders for their support in enabling us to achieve this milestone.

Accordingly, in order to express our appreciation to shareholders, we have decided to issue a commemorative dividend, and the proposal for the year-end dividends is as follows.

Items related to the year-end dividends

The Company proposes a year-end dividend of ¥14 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: ¥14.00 (comprising an ordinary dividend of ¥12.00 and a commemorative dividend of ¥2.00)

Total payment: ¥259,348,768

(3) Effective date of dividends of surplus

September 26, 2025

Proposal 2: Election of Five (5) 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 five (5) 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 (Male) [Reappointment] (67)	Representative Director, President & CEO Representative Director and Chairman, ICHIMASA REIZO CO., LTD.	12/12 (100%)
2	Masayuki Goto (Male) [Reappointment] (66)	Director, Managing Executive Officer, and General Manager of Bio Business Division	12/12 (100%)
3	Masaki Takashima (Male) [Reappointment] (65)	Director, Managing Executive Officer, General Manager of Business Administration Division	12/12 (100%)
4	Yuki Wada (Male) [New appointment] (39)	Managing Executive Officer, General Manager of Food Business Division and General Manager of Marketing Strategy Department	—/ (—%)
5	Masako Nakayama [Reappointment] (Female) [Outside] (55) [Independent]	Director President and Representative Director, KITAC CORPORATION Outside Director, BSN MEDIA HOLDINGS INC.	11/12 (91.7%)

[New appointment] Candidate for new appointment as a Director

[Reappointment] Candidate for reappointment as a Director

[Outside] Candidate for Outside Director

[Independent] Candidate for independent officer

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	Masahiro Nozaki (February 5, 1958, 67 years old) [Reappointment] [Years in Office] 34 years (at the conclusion of this General Meeting of Shareholders)	April 1981	Joined the Company	523,120 shares
		September 1991	Director, General Manager of Sales Department	
		September 1997	Managing Director, General Manager of Sales Division	
		September 1999	Representative Director and President	
		September 2021	Representative Director, President & CEO (current position)	
		[Significant Concurrent Positions] • Representative Director and Chairman, ICHIMASA REIZO CO., LTD.		
		[Special Interest Relationships] None		
[Reason for nomination as a candidate for Director] 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.				
2	Masayuki Goto (October 26, 1958, 66 years old) [Reappointment] [Years in Office] 12 years (at the conclusion of this General Meeting of Shareholders)	November 1985	Joined the Company	7,000 shares
		September 2013	Director, General Manager of Production Management Department	
		September 2019	Managing Director	
		September 2021	Director, Managing Executive Officer, and General Manager of Production Technology Division	
		June 2022	Director, Managing Executive Officer, and General Manager of Production Division	
		July 2025	Director, Managing Executive Officer, and General Manager of Bio Business Division (current position)	
		[Significant Concurrent Positions] —		
		[Special Interest Relationships] None		
[Reason for nomination as a candidate for Director] Mr. Masayuki Goto has extensive experience in production 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.				

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	Masaki Takashima (May 20, 1960, 65 years old) [Reappointment] [Years in Office] 8 years (at the conclusion of this General Meeting of Shareholders)	July 2016 September 2017 September 2021 September 2024 July 2025 [Significant Concurrent Positions] — [Special Interest Relationships] None	Joined the Company Director, General Manager of Corporate Planning Department Director, Managing Executive Officer, Deputy General Manager of Business Administration Division, and General Manager of Corporate Planning Department Director, Managing Executive Officer, and General Manager of Business Administration Division Director, Managing Executive Officer, and General Manager of Business Administration Division (current position)	1,300 shares
[Reason for nomination as a candidate for Director] 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.				
4	Yuki Wada (May 19, 1986, 39 years old) [New appointment] [Years in Office] —	June 2016 April 2021 April 2023 July 2024 July 2025 [Significant Concurrent Positions] — [Special Interest Relationships] None	Joined the Company Corporate Planning Department Assistant General Manager of Corporate Planning Department General Manager of Marketing Strategy Department Managing Executive Officer, General Manager of Food Business Division, and General Manager of Marketing Strategy Department (current position)	—
[Reason for nomination as a candidate for Director] Since joining the Company, Mr. Yuki Wada has gained experience in the sales, corporate planning, and marketing departments, and has been managing these departments while utilizing the marketing knowledge he gained through his MBA. Therefore, the Company believes that he is an appropriate person to lead the future of the Company and requests that he be appointed 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>Masako Nakayama (November 27, 1969, 55 years old)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Years in Office] 4 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>May 2006 Joined KITAC CORPORATION</p> <p>January 2009 Director, General Manager of CG Solution Center, KITAC CORPORATION</p> <p>January 2013 Managing Director, KITAC CORPORATION</p> <p>January 2015 Senior Managing Director, KITAC CORPORATION</p> <p>January 2017 President and Representative Director, KITAC CORPORATION (current position)</p> <p>September 2021 Director, the Company (current position)</p> <p>June 2024 Outside Director, BSN MEDIA HOLDINGS INC. (current position)</p> <p>[Significant Concurrent Positions] • President and Representative Director, KITAC CORPORATION • Outside Director, BSN MEDIA HOLDINGS INC.</p> <p>[Special Interest Relationships] None</p>		—
<p>[Reason for nomination as a candidate for Outside Director and expected role] Ms. Masako Nakayama possesses knowledge and experience in corporate management as President and Representative Director of KITAC CORPORATION, and is appropriately fulfilling her duties and role at the Company from an unbiased standpoint. Therefore, the Company requests that she be reappointed 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. She has been designated as an independent officer, and this information has been submitted to the Tokyo Stock Exchange. If her reelection is approved, the Company will continue to designate her as an independent officer.
 2. The Company has concluded a liability limitation agreement with Ms. Masako Nakayama in accordance with Article 427, Paragraph 1 of the Companies Act, and intends to continue this liability limitation agreement with her if her reelection is approved.
 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 (63) [Reappointment]	Director (Audit and Supervisory Committee Member)	12/12 (100%) 13/13 (100%)
2	Kazuto Abe (66) [Reappointment] [Outside] [Independent]	Director (Audit and Supervisory Committee Member) Representative, Abe CPA Office Auditor, CO-OP DELI NIIGATA Auditor, JOETSU CABLE VISION INC.	12/12 (100%) 13/13 (100%)
3	Masatoshi Minabe (63) [Reappointment] [Outside] [Independent]	Director (Audit and Supervisory Committee Member) Representative, Ryuto Law and Tax Accounting Office Outside Director, Niigata Kotsu Co., Ltd.	12/12 (100%) 13/13 (100%)
4	Masayoshi Kurosaki (65) [New appointment] [Outside] [Independent]	—	—/ (—%) —/ (—%)

[New appointment] Candidate for new appointment as a Director

[Reappointment] Candidate for reappointment as a Director

[Outside] Candidate for Outside Director

[Independent] Candidate for independent officer

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, 63 years old)</p> <p>[Reappointment]</p> <p>[Years in Office] 4 years (at the conclusion of this General Meeting of Shareholders)</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</p> <p>September 2021 Director (Audit and Supervisory Committee Member) (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] Ms. Kayoko Takayama has extensive experience in all aspects of the Company's businesses, including quality assurance, production management and ESG, and has demonstrated leadership in auditing and supervising business execution. Therefore, the Company believes that she is an appropriate person to execute the duties of the office and requests that she be reappointed as a Director who is an Audit and Supervisory Committee Member.</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
2	<p>Kazuto Abe (August 4, 1959, 66 years old)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Years in Office] 2 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>March 1987 Registered as a certified public accountant</p> <p>August 1988 Established Abe CPA Office (currently in business)</p> <p>June 2022 Auditor, CO-OP DELI NIIGATA (current position)</p> <p>April 2023 Chairman, Koushi Audit Corporation</p> <p>September 2023 Director (Audit and Supervisory Committee Member), the Company (current position)</p> <p>June 2024 Auditor, JOETSU CABLE VISION INC. (current position)</p> <p>[Significant Concurrent Positions]</p> <ul style="list-style-type: none"> • Representative, Abe CPA Office • Auditor, CO-OP DELI NIIGATA • Auditor, JOETSU CABLE VISION INC. <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 role]</p> <p>Mr. Kazuto Abe is well versed in corporate accounting as a certified public accountant. Therefore, the Company believes that he will leverage his expertise and abundant experience in corporate accounting at the Company from an unbiased standpoint and requests that he be reappointed as an Outside Director who is an Audit and Supervisory Committee Member.</p> <p>Mr. Abe does not participate in company management, but the Company has 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>Masatoshi Minabe (May 9, 1962, 63 years old)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Years in Office] 2 years (at the conclusion of this General Meeting of Shareholders)</p>	<p>April 1992 Registered as an attorney-at-law</p> <p>March 2004 Established Ryuto Law and Tax Accounting Office (currently in business)</p> <p>June 2016 Outside Director, Niigata Kotsu Co., Ltd. (current position)</p> <p>September 2023 Director (Audit and Supervisory Committee Member), the Company (current position)</p> <p>[Significant Concurrent Positions]</p> <ul style="list-style-type: none"> • Representative, Ryuto Law and Tax Accounting Office • Outside Director, Niigata Kotsu Co., Ltd. <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 role]</p> <p>Mr. Masatoshi Minabe is well versed in corporate legal affairs as an attorney-at-law. Therefore, the Company believes that he will leverage his expertise and abundant experience in corporate legal affairs at the Company from an unbiased standpoint and requests that he be reappointed as an Outside Director who is an Audit and Supervisory Committee Member.</p> <p>Mr. Minabe does not participate in company management in any way other than as an Outside Director, but the Company has 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	<p>Masayoshi Kurosaki (April 6, 1960, 65 years old)</p> <p>[New appointment] [Outside] [Independent]</p> <p>[Years in Office] —</p>	<p>April 1985 Joined Ajinomoto Co., Inc.</p> <p>June 2015 Corporate Executive Officer, and Deputy General Manager of Food Products Division, Ajinomoto Co., Inc.</p> <p>June 2017 Corporate Vice President, General Manager of Latin America Division, Food Products Division, Ajinomoto Co., Inc., and Representative Director and President, AJINOMOTO DO BRASIL INDUSTRIA E COMERCIO DE ALIMENTOS LTDA.</p> <p>June 2019 Corporate Vice President, Supervision of Frozen Foods Business, and Representative Director and President, Ajinomoto Frozen Foods Co., Inc.</p> <p>July 2021 Corporate Senior Executive, Supervision of Frozen Foods Business, and Representative Director and President, Ajinomoto Frozen Foods Co., Inc.</p> <p>June 2022 Advisor, Ajinomoto Frozen Foods Co., Inc.</p> <p>[Significant Concurrent Positions] —</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 role]</p> <p>Mr. Masayoshi Kurosaki has served as an executive officer at Ajinomoto Co., Inc., a major food manufacturer and distributor, and as Representative Director and President of Ajinomoto Frozen Foods Co., Inc., and has experience in overseeing overall management. Therefore, the Company believes that he will leverage his knowledge and experience in corporate management at the Company from an unbiased standpoint and requests that he be appointed as an Outside Director who is an Audit and Supervisory Committee Member.</p>				

- Notes:
1. Messrs. Kazuto Abe, Masatoshi Minabe, and Masayoshi Kurosaki are candidates for Outside Director.
 2. Messrs. Kazuto Abe and Masatoshi Minabe meet the requirements for independent officers stipulated by the Tokyo Stock Exchange and the Company's own criteria for determining independence. They have been designated as independent officers, and this information has been submitted to the Tokyo Stock Exchange. If their reelection is approved, the Company will continue to designate them as independent officers.
 3. Mr. Masayoshi Kurosaki meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the Company's own criteria for determining independence. If his election is approved, the Company will designate him as an independent officer and submit the information to the said Exchange.
 4. The Company has concluded a liability limitation agreement with Messrs. Kazuto Abe and Masatoshi Minabe and Ms. Kayoko Takayama in accordance with Article 427, Paragraph 1 of the Companies Act, and intends to continue this liability limitation agreement with them if their reelection is approved. In addition, if the election of Mr. Masayoshi Kurosaki is approved, the Company intends to conclude an equivalent liability limitation agreement with him.
 5. 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.

[For Reference]

The Company has established the following “Policies and Procedures for Appointment/Dismissal of Directors and Nomination of Director Candidates” and “Views on Overall Balance of Knowledge, Experience and Qualification Possessed by Directors, and Diversity and Size of the Board of Directors.” The Skills Matrix that summarizes knowledge, experience and qualifications possessed by each Director (including Director candidates) is shown in the table below.

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.

Views on Overall Balance of Knowledge, Experience and Qualification Possessed by Directors, and Diversity and Size of the Board of Directors

In efforts to grow sustainably and enhance corporate value over the medium to long term, the Board of Directors considers the overall balance of knowledge, experience, qualifications and areas of expertise possessed by Directors, as well as the diversity of the Board of Directors from various aspects, including women’s empowerment and internationality. In addition, the number of Directors shall be not more than fifteen (15) Directors (including not more than five (5) Audit and Supervisory Committee Members) as stipulated in the Articles of Incorporation, and the Board of Directors shall consist of the appropriate number of members, which allows the Board to function in the most effective and efficient manner. Concerning Outside Directors (including Audit and Supervisory Committee Members), the Company shall give due consideration to the balance of knowledge and experience possessed by Outside Directors who are in positions to supervise management, for example, by appointing individuals with various expertise in the areas such as corporate management, finance and accounting, and legal affairs. In appointing Outside Directors, the Company shall elect at least one (1) person with corporate management experience at other companies. For Audit and Supervisory Committee Members, the Company shall elect at least one (1) person with sufficient knowledge of finance and accounting.

Skills Matrix for Directors

Name	Areas of experience (including experience as an Officer in charge) of Inside Directors (including candidates)									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)	•	•	•			•						
Masayuki Goto (Reappointment)				•	•							
Masaki Takashima (Reappointment)		•				•	•	•	•			
Yuki Wada (New appointment)		•	•	•	•							
Masako Nakayama (Reappointment, Outside)										•		
Directors who are Audit and Supervisory Committee Members												
Kayoko Takayama (Reappointment)				•		•						
Kazuto Abe (Reappointment, Outside)												•
Masatoshi Minabe (Reappointment, Outside)											•	
Masayoshi Kurosaki (New appointment, Outside)										•		

Skill	The Company's view on skills
Corporate management	Skills necessary to determine the strategic policies and course of action set by the Company
Management strategy	Skills necessary to develop and implement medium-to-long-term growth strategies in efforts to enhance corporate value
Sales/Marketing	Skills necessary to understand market demand and sell the Company's products in an efficient manner to gain profits
Manufacturing/Technology research	Skills necessary to pursue the undiscovered potential of food and deliver technological innovation from a medium-to-long-term perspective
Product development	Skills necessary to understand market demand and develop products that are reassuring, safe and loved by customers
ESG	Skills necessary to contribute to the realization of a sustainable society while enhancing corporate value, with eyes fixed on social, environmental, and governance challenges
Legal affairs/Risk management	Skills necessary to implement appropriate governance, compliance, risk management in business activities
Personnel/Human resources development	Skills necessary to ensure the Company's sustainable growth, including developing human resource strategies and investing in "people" who serve as a source of growth
Financial accounting/Tax affairs	Skills necessary to strengthen the financial foundation that forms the basis of corporate management and enable growth investments in efforts to enhance corporate value

Criteria for Determining Independence

In addition to the independence criteria for independent officers set forth by the Companies Act and the Tokyo Stock Exchange, the Company has set the following criteria for determining independence. If a candidate falls under any of the following criteria, the Company determines that they are not independent.

1. An officer or an executing person of subsidiaries or associated companies of the Company, or the person in such a position in the past 10 years
2. An officer or an executing person of a company in which the Company holds 10% or more of the shares, or the person in such a position in the past 10 years
3. An officer or an executing person of a company that holds 10% or more of the Company's shares, or the person in such a position in the past 10 years
4. An officer or an executing person of a business partner whose annual transactions with the Company exceed 2% of the consolidated net sales for the most recent fiscal year (for a sales partner, the Company's results; for a supplier, the supplier's results), or the person in such a position in the past 10 years
5. A legal specialist, an accounting specialist, a consultant (an individual, or in the case of an organization, a person belonging to it) who received fees of 5 million yen or more per year from the Company in the past 3 years
6. An officer of a company or an organization to which the Company has loaned 50 million yen or more
7. An officer of an organization that receives annual donations of 3 million yen or more from the Company
8. A person who has been a Director of the Company for more than 8 years