This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Securities Code: 2904
September 8, 2026
(Start date for electronic provision measures: September 1, 2026)

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 62nd 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 62nd 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 62nd Annual General Meeting of Shareholders" and "Other Matters Subject to Electronic Provision Measures for the 62nd 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 Monday, September 28, 2026, 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:** Tuesday, September 29, 2026 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 62nd fiscal year (July 1, 2025 to June 30, 2026) 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 62nd fiscal year (July 1, 2025 to June 30, 2026)

Proposals to be resolved

Proposal 1: Appropriation of Surplus
Proposal 2: Partial Amendments to the Articles of Incorporation (1)
Proposal 3: Approval of the Absorption-Type Company Split Agreement with the Company's Subsidiary in Connection with the Transition to a Holding Company Structure
Proposal 4: Partial Amendments to the Articles of Incorporation (2)
Proposal 5: Election of Four (4) Directors (excluding Directors who are Audit and Supervisory Committee Members)

- 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 proposal for the appropriation of surplus 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

Total payment: ¥259,348,754

(3) Effective date of dividends of surplus

September 30, 2026

Proposal 2: Partial Amendments to the Articles of Incorporation (1)

1. Reasons for amendments
   In order to further diversify the Company's business activities going forward, Article 2 (Purpose) of the current Articles of Incorporation of the Company shall be amended to add new business purposes and partially revise the descriptions therein.

2. Details of amendments
   The details of the amendments are as follows.

(Amended parts are underlined.)

Current Articles of Incorporation	Proposed Amendments
Article 2 (Purpose) The purpose of the Company shall be to engage in the following businesses: 1 to 10 (Omitted) (Newly established) (Newly established) <u>(11)</u> Any and all businesses incidental to the foregoing items. Articles 3 to 39 (Omitted)	Article 2 (Purpose) The purpose of the Company shall be to engage in the following businesses: 1 to 10 (Unchanged) <u>(11) Consulting, human resource development, and technical guidance related to the foregoing items</u> <u>(12) Sale of by-products generated in the manufacture of the products referred to in the foregoing items</u> <u>(13)</u> Any and all businesses incidental to the foregoing items Articles 3 to 39 (Unchanged)

Proposal 3: Approval of the Absorption-Type Company Split Agreement with the Company's Subsidiary in Connection with the Transition to a Holding Company Structure

1. Reasons for the absorption-type company split
   Since its founding, the Company has pursued "deliciousness and health," developing its business primarily through the production and sale of fish-paste products, including kamaboko. In recent years, the Company has also been striving to expand its business domains through the development of adjacent business areas and overseas expansion.
   Meanwhile, the fish-paste product industry has seen signs of industry restructuring in recent years, including corporate bankruptcies and sales of businesses. Going forward, alliances and business consolidation involving companies from other industries may also progress, and the competitive environment is expected to change significantly. Against this backdrop, the Company has decided to transition to a holding company structure in order to establish a framework that enables it to respond promptly and flexibly to industry restructuring and changes in the market environment and to optimize Group management.
   The transition to a holding company structure will enable the Company to optimize the allocation of management resources across the Group and restructure its business portfolio, while also allowing it to flexibly execute M&A, business and capital alliances, and organizational restructuring. Furthermore, by delegating greater authority to each operating company, the Company aims to facilitate swift decision-making, revitalize the organization through the development of next-generation management personnel and the enhancement of employee morale, and ultimately increase the corporate value of the Group as a whole.

2. Overview of the absorption-type company split agreement
   The details of the company split agreement entered into with the succeeding company are as follows.

Absorption-type Company Split Agreement (Summary)

ICHIMASA KAMABOKO CO., LTD. ("Party A") and ICHIMASA KAMABOKO SPLIT PREPARATORY CO., LTD. ("Party B") enter into this Absorption-type Company Split Agreement (this "Agreement") as set forth below, regarding an absorption-type company split whereby Party B will assume the rights and obligations held by Party A in respect of the production and sale of fish-paste products, prepared side dishes, and mushrooms (the "Business") among Party A's businesses (the "Company Split").

Article 1 (Trade names and address of the companies involved)

The following are the trade names and addresses of the splitting company and the succeeding company in the Company Split.

(Party A) Splitting company

Trade name: ICHIMASA KAMABOKO CO., LTD.

Address: 7-77 Tsushimaya, Higashi-ku, Niigata City, Japan

(Party B) Succeeding company

Trade name: ICHIMASA KAMABOKO SPLIT PREPARATORY CO., LTD.

Address: 7-77 Tsushimaya, Higashi-ku, Niigata City, Japan

Article 2 (Assets, liabilities, employment contracts, and other rights and obligations to be assumed)

1. The assets, liabilities, employment contracts, and other rights and obligations that Party B shall assume from Party A as a result of the Company Split (the "Assumed Rights and Obligations") are specified in the "Itemized List of Rights and Obligations to be Assumed" attached hereto.
2. Notwithstanding the preceding paragraph, Party A and Party B may, upon consultation, exclude from the scope of assumption any of the Assumed Rights and Obligations that (i) cannot be assumed through the Company Split pursuant to applicable laws, regulations, ordinances, or other rules, or (ii) would or could give rise to material difficulties in connection with their assumption through the Company Split pursuant to contractual provisions.
3. The assumption by Party B of the liabilities of Party A pursuant to Paragraph 1 shall be effected in the form of a concomitant assumption of liabilities; provided, however, that, as between Party A and Party B, Party B shall ultimately bear the relevant liabilities, and if Party A performs or otherwise bears any burden in respect of any such liabilities, Party A shall be entitled to seek reimbursement from Party B for the full amount so borne by Party A.

Article 3 (Consideration to be delivered upon the Company Split)

Upon the Company Split, Party B shall not deliver to Party A any cash or other property as consideration for the Assumed Rights and Obligations.

Article 4 (Amounts of Party B’s stated capital and reserves)

The amount by which Party B’s stated capital and reserves will be increased as a result of the Company Split shall be as follows, and Party B’s stated capital after the Company Split shall be ¥50,000,000; provided, however, that the foregoing amounts may be changed upon consultation between Party A and Party B depending on the status of the assets and liabilities of the Business as of the date on which the Company Split becomes effective (the “Effective Date”).

(1) Stated capital	¥0
(2) Capital reserves	¥0
(3) Other capital surplus	The amount obtained by deducting the amounts set forth in the preceding items from the amount of change in shareholders’ equity
(4) Retained earnings reserves	¥0
(5) Other retained earnings	¥0

Article 5 (Effective date of the Company Split)

The Effective Date shall be July 1, 2027; provided, however, that if a change is necessary due to the progress of the procedures for the Company Split or for other reasons, the Effective Date may be changed upon consultation between Party A and Party B.

Article 6 (Approval by the General Meeting of Shareholders)

1. By the date immediately preceding the Effective Date, Party A shall obtain the approval from its General Meeting of Shareholders for this Agreement and the matters required in respect of the Company Split; provided, however, that if a change is necessary due to the progress of the procedures for the Company Split or for other reasons, the deadline for adopting such resolutions may be changed, as necessary, upon consultation between Party A and Party B.
2. By the date immediately preceding the Effective Date, Party B shall obtain the approval from its General Meeting of Shareholders for this Agreement and the matters required in respect of the Company Split.

Article 7 (Change of trade names)

Subject to the Company Split becoming effective, as of the Effective Date, Party A shall change its trade name to ICHIMASA HOLDINGS CO., LTD., and Party B shall change its trade name to ICHIMASA KAMABOKO CO., LTD.

Article 8 (Non-compete obligation)

Party A shall not be subject to a non-compete obligation in respect of the Business even after the Company Split.

Article 9 (Management of corporate assets, etc.)

From the execution of this Agreement until the Effective Date, Party A and Party B shall each conduct its business and manage and operate its assets with the due care of a prudent manager. If Party A or Party B intends to perform any act that would have a material impact on its assets, rights or obligations, it shall do so only after prior consultation between Party A and Party B.

Article 10 (Amendments to the conditions of the Company Split and cancellation of this Agreement)

During the period after the execution of this Agreement and until the Effective Date, Party A and Party B may amend the terms of the Company Split or cancel this Agreement, upon consultation between Party A and Party B, in the event there has been a material change in the financial standing or the business performance of Party A or Party B due to a natural disaster or other reason, in the event approval from the relevant authorities as required by laws and regulations has not been obtained, in the event any circumstance has arisen that would materially hinder the implementation of the Company Split, or in the event it has otherwise become difficult to achieve the purpose of the Company Split.

Article 11 (Other)

Any matters necessary in connection with the Company Split other than those provided for in this Agreement shall be determined upon consultation between Party A and Party B in accordance with the purpose of this Agreement.

IN WITNESS WHEREOF, this Agreement shall be prepared in duplicate, and upon execution by Party A and Party B by affixing their respective names and seals, each shall retain one counterpart.

August 7, 2026

Party A: 7-77 Tsushimaya, Higashi-ku, Niigata City, Japan
ICHIMASA KAMABOKO CO., LTD.
Representative Director, President & CEO Masahiro Nozaki (seal)

Party B: 7-77 Tsushimaya, Higashi-ku, Niigata City, Japan
ICHIMASA KAMABOKO SPLIT PREPARATORY CO., LTD.
Representative Director, President & CEO Masahiro Nozaki (seal)

Attachment: Itemized List of Rights and Obligations to be Assumed

Through the Company Split, Party B shall assume from Party A the assets, liabilities, employment contracts, and other rights and obligations listed below that belong to the Business as of the Effective Date.
The value of the assets and liabilities included in the rights and obligations to be assumed shall be determined based on the balance sheet as of August 7, 2026 and other relevant calculations as of the same date, after reflecting any increases or decreases occurring up to and including the day immediately preceding the Effective Date.

1. Assets to be assumed

   Party B shall assume all assets except for those set forth below.

   (1) Deposits held in the following bank account and accrued interest thereon

       (i) Ordinary savings account at Niigata Ekimae Branch of Daishi Hokuetsu Bank, Account No. 5105402

   (2) Accounts receivable – other related to the management of subsidiaries and the corresponding allowance for doubtful accounts

   (3) Loans receivable from affiliated companies

   (4) Other current assets related to the management of subsidiaries

   (5) Investment securities

   (6) Shares of affiliated companies

   (7) Reserve for Directors' insurance

   (8) Membership rights, etc. and the corresponding allowance for doubtful accounts

2. Liabilities to be assumed

   Party B shall assume all liabilities except for those set forth below.

   (1) Liabilities related to assets that will not be assumed

   (2) National taxes, local taxes, social insurance premiums, labor insurance premiums, and other payment obligations under public law that arose prior to the Effective Date of the Company Split

   (3) Dividends payable

   (4) Liabilities related to the provision for share awards for directors (and other officers)

   (5) Retirement benefits for directors (and other officers) and other similar unpaid obligations related to the retirement of directors (and other officers)

   (6) Guarantee obligations of Party A in respect of liabilities of affiliated companies and other contingent liabilities

3. Employment contracts, etc. to be assumed

   Party B shall assume all employment contracts to which Party A is a party immediately prior to the Effective Date and all rights and obligations thereunder.

4. Other rights and obligations to be assumed
   (1) Agreements other than employment contracts
       All contractual positions relating to the Business and all rights and obligations thereunder; provided, however, that those relating to Party A's control and management of the business activities of companies in which Party A holds shares and the operation of the Group shall be excluded.
   (2) Intellectual property rights
       All industrial property rights, copyrights, know-how, and trademarks relating to the Business; provided, however, that those relating to Party A's control and management of the business activities of companies in which Party A holds shares and the operation of the Group shall be excluded.
   (3) Permits and Approvals, etc.
       Of the permits, licenses, approvals, registrations, notifications, and other similar matters relating to the Business, only those that may be assumed under applicable laws and regulations shall be assumed; provided, however, that those relating to Party A's control and management of the business activities of companies in which Party A holds shares and the operation of the Group shall be excluded.

END

3. Summary of the contents of the matters set forth in Article 183 of the Regulation for Enforcement of the Companies Act
   (1) Matters concerning the appropriateness of consideration
       (i) Matters regarding the number of shares to be delivered
           Upon the Company Split, the succeeding company will not deliver any shares, cash, or other property to the splitting company. However, the Company has determined that this is appropriate because the succeeding company is a wholly owned subsidiary of the splitting company.
       (ii) Matters regarding the amounts of stated capital and reserves
           The amounts by which the succeeding company's stated capital and reserves will be increased as a result of the Company Split shall be as follows, and the succeeding company's stated capital after the Company Split shall be ¥50,000,000. The Company has determined that these amounts are appropriate in light of the contents of business of the succeeding company after the Company Split and the assets and liabilities to be assumed from the Company.
           1) Stated capital ¥0
           2) Capital reserves ¥0

3) Other capital surplus — The amount obtained by deducting the amounts set forth in the preceding items from the amount of change in shareholders' equity

4) Retained earnings reserves — ¥0

5) Other retained earnings — ¥0

(2) Details of the balance sheet of the succeeding company as of the date of its establishment

As the succeeding company in the absorption-type company split was established on July 1, 2026, it has not yet completed its first fiscal year. The details of the balance sheet of the succeeding company as of the date of its establishment are as follows:

(Millions of yen)

Item	Amount	Item	Amount
(Assets)		(Liabilities)	
Current assets	50	Current liabilities	–
Cash and deposits	50	Non-current liabilities	–
Non-current assets	–		
		Total liabilities	0
		(Net assets)	
		Shareholders' equity	50
		Share capital	50
		Capital surplus	–
		Retained earnings	–
		Total net assets	50
Total assets	50	Total liabilities and net assets	50

(3) Disposition of material assets, incurrence of material liabilities, or other events materially affecting the conditions of the corporate assets in respect of the succeeding company in the absorption-type company split that occurred after the date of the establishment of the succeeding company

There are no relevant matters.

(4) Disposition of material assets, incurrence of material liabilities, or other events materially affecting the conditions of the corporate assets in respect of the splitting company in the absorption-type company split that occurred after the last day of the most recent business year of the splitting company

There are no relevant matters.

Proposal 4: Partial Amendments to the Articles of Incorporation (2)

1. Reasons for amendments
   As stated in Proposal 3, "Approval of the Absorption-Type Company Split Agreement with the Company's Subsidiary in Connection with the Transition to a Holding Company Structure," the Company will transition from its current structure to a holding company structure on July 1, 2027 (scheduled), and will change its trade name to "ICHIMASA HOLDINGS CO., LTD." on the same date. Accordingly, subject to the approval and adoption of Proposal 3, Article 1 (Trade Name) and Article 2 (Purpose) of the Articles of Incorporation of the Company shall be amended, and supplementary provisions shall be established to stipulate that such amendments will become effective on the Effective Date specified in the absorption-type company split agreement.

2. Details of amendments
   The proposed amendments are additional amendments to the provisions of the Articles of Incorporation as amended pursuant to Proposal 2, "Partial Amendments to the Articles of Incorporation (1)."
   The details of the amendments are as follows.

(Amended parts are underlined.)

Articles of Incorporation as Amended pursuant to Proposal 2	Proposed Amendments
Chapter I General Provisions	Chapter I General Provisions
Article 1 (Trade Name) The name of the Company shall be <u>ICHIMASA KAMABOKO KABUSHIKI KAISHA</u>, and shall be expressed in English as <u>ICHIMASA KAMABOKO CO., LTD.</u>	Article 1 (Trade Name) The name of the Company shall be <u>ICHIMASA HOLDINGS KABUSHIKI KAISHA</u>, and shall be expressed in English as <u>ICHIMASA HOLDINGS CO., LTD.</u>
Article 2 (Purpose) The purpose of the Company shall be to <u>engage in the following businesses</u>:	Article 2 (Purpose) The purpose of the Company shall be to <u>control and manage the business activities of companies (including foreign companies), partnerships (including entities equivalent to partnerships in foreign countries), and other similar business entities engaged in any of the businesses set forth in the following items, by owning shares or equity interests in such companies or other entities</u>.
1 to 10 (Provisions omitted)	1 to 10 (Unchanged)
(11) <u>Consulting, human resource development, and technical guidance related to the foregoing items</u>	(11) <u>Warehousing business</u>
(12) <u>Sale of by-products generated in the manufacture of products referred to in the foregoing items</u>	(12) <u>General motor truck transportation business and freight forwarding business</u>
(13) <u>Any and all businesses incidental to the foregoing items</u>	(13) <u>Freezing, refrigerated storage, and distribution of food products</u>
(Newly established)	<u>(14) Import and export of food products</u>
(Newly established)	<u>(15) Processing and sale of marine products</u>

(Newly established)	(16) Manufacture and sale of frozen foods
(Newly established)	(17) Operation of restaurants
(Newly established)	(18) Purchase, sale, leasing, and management of real estate
(Newly established)	(19) Consulting, human resource development, and technical guidance related to the foregoing items
(Newly established)	(20) Sale of by-products generated through the manufacture of products and provision of services referred to in the foregoing items
(Newly established)	(21) Any and all businesses incidental to the foregoing items
(Newly established)	2. The Company may engage in the businesses set forth in the foregoing items and any and all businesses incidental or related thereto.
Articles 3 to 39 (Provisions omitted)	Articles 3 to 39 (Unchanged)
(Newly established)	Supplementary Provisions Article 40 (Effective Date) The amendments to Article 1 (Trade Name) and Article 2 (Purpose) shall become effective on the effective date specified in the absorption-type company split agreement (or, if such date is changed in accordance with the provisions of said agreement, the date as so changed), subject to the following conditions: (i) the proposal for approval of the absorption-type company split agreement with the Company's subsidiary in connection with the transition to a holding company structure, to be submitted to the Annual General Meeting of Shareholders to be held on September 29, 2026, is approved and adopted as originally proposed; and (ii) the absorption-type company split pursuant to such agreement becomes effective. This Article shall be deleted upon the effective date.

Proposal 5: Election of Four (4) 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 four (4) 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] (68)	Representative Director, President & CEO Representative Director and Chairman, ICHIMASA REIZO CO., LTD.	14/14 (100%)
2	Yuki Wada (Male) [Reappointment] (40)	Director, Managing Executive Officer, General Manager of Food Business Division and General Manager of Marketing Strategy Department	12/12 (100%)
3	Tokuhiro Murayama (Male) [New appointment] (64)	Senior Executive Officer, Deputy General Manager of Business Administration Division	-/- (-%)
4	Masako Nakayama [Reappointment] (Female) [Outside] (56) [Independent]	Director President and Representative Director, KITAC CORPORATION Outside Director, BSN MEDIA HOLDINGS INC.	11/14 (78.6%)

[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

<table>
<tr><th>No.</th><th>Name
(Date of Birth, Age)</th><th>Career summary, positions and responsibilities at the Company, and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td>Masahiro Nozaki
(February 5, 1958,
68 years old)

[Reappointment]

[Years in Office]
35 years (at the conclusion of this General Meeting of Shareholders)</td><td>April 1981 Joined the Company
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</td><td>523,120 shares</td></tr>
<tr><td colspan="3">[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.</td></tr>
<tr><td rowspan="2">2</td><td>Yuki Wada
(May 19, 1986,
40 years old)

[Reappointment]

[Years in Office]
1 year (at the conclusion of this General Meeting of Shareholders)</td><td>June 2016 Joined the Company
April 2021 Corporate Planning Department
April 2023 Assistant General Manager of Corporate Planning Department
July 2024 General Manager of Marketing Strategy Department
July 2025 Managing Executive Officer, General Manager of Food Business Division, and General Manager of Marketing Strategy Department
September 2025 Director, Managing Executive Officer, General Manager of Food Business Division, and General Manager of Marketing Strategy Department (current position)

[Significant Concurrent Positions]
—

[Special Interest Relationships]
None</td><td>–</td></tr>
<tr><td colspan="3">[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 reappointed as a Director.</td></tr>
</table>

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	Tokuhiro Murayama (May 13, 1962, 64 years old) [New appointment] [Years in Office] —	May 2019	Joined the Company	–
		June 2019	Executive Officer, General Manager of Administration Department	
		September 2019	Senior Executive Officer, General Manager of Administration Department	
		September 2024	Senior Executive Officer, General Manager of Quality Assurance Department	
		April 2026	Senior Executive Officer, General Manager of Quality Assurance Department and General Manager of Administration Department	
		July 2026	Senior Executive Officer, Deputy General Manager of Business Administration Division and General Manager of Administration Department	
		August 2026	Senior Executive Officer, Deputy General Manager of Business Administration Division (current position)	
		[Significant Concurrent Positions] — [Special Interest Relationships] None		
	[Reason for nomination as a candidate for Director] Mr. Tokuhiro Murayama has extensive experience in human resources and quality assurance and has demonstrated leadership as a person in charge of overall administrative operations. Therefore, the Company believes that he is an appropriate person to execute the duties of the office and requests that he be appointed as a Director.			

<table>
<tr><th>No.</th><th>Name
(Date of Birth, Age)</th><th>Career summary, positions and responsibilities at the Company, and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">4</td><td>Masako Nakayama
(November 27, 1969, 56 years old)

[Reappointment]
[Outside]
[Independent]

[Years in Office]
5 years (at the conclusion of this General Meeting of Shareholders)</td><td>May 2006 Joined KITAC CORPORATION
January 2009 Director, General Manager of CG Solution Center, KITAC CORPORATION
January 2013 Managing Director, KITAC CORPORATION
January 2015 Senior Managing Director, KITAC CORPORATION
January 2017 President and Representative Director, KITAC CORPORATION (current position)
September 2021 Director, the Company (current position)
June 2024 Outside Director, BSN MEDIA HOLDINGS INC. (current position)

[Significant Concurrent Positions]
· President and Representative Director, KITAC CORPORATION
· Outside Director, BSN MEDIA HOLDINGS INC.

[Special Interest Relationships]
None</td><td>–</td></tr>
<tr><td colspan="3">[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.</td></tr>
</table>

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.

[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)	●	●	●			●						
Yuki Wada (Reappointment)		●	●	●	●							
Tokuhiro Murayama (New appointment)						●	●	●	●			
Masako Nakayama (Reappointment, Outside)										●		
Directors who are Audit and Supervisory Committee Members												
Kayoko Takayama				●		●						
Kazuto Abe (Outside)												●
Masatoshi Minabe (Outside)											●	
Masayoshi Kurosaki (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