Note: 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.

Securities Code: 7482 June 6, 2024

To our shareholders:

Yoshihiko Kasai, CEO SHIMOJIMA Co., Ltd. 5-29-8, Asakusabashi, Taito-ku, Tokyo

Notice of the 63rd Annual General Meeting of Shareholders

We are pleased to announce the 63rd Annual General Meeting of Shareholders of SHIMOJIMA Co., Ltd., which will be held as indicated below.

Please refer to the information on this convocation in electronic format, which we have disclosed on the following websites. (in Japanese)

- Our corporate website:
- https://www.shimojima.co.jp/ir/stock/convocation.html

• The website of Tokyo Stock Exchange (Listed Company Search)*: https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show

* For the Listed Company Search, please enter the issue name (company name) "SHIMOJIMA" or the Company's securities code "7482," click "Search," click "Basic information" and select "Documents for public inspection/PR information."

And please exercise your voting rights in one of the following ways.

1) Postal mail: please send the voting rights exercise form so that it can reach us before the deadline, which is 5:30 p.m. on Tuesday, June 25, 2024 (JST).

2) Online access: please scan the QR code on the voting rights exercise form, or access to the website for voting (https://evote.tr.mufg.jp), and follow the instructions on the screen. The voting must be completed before the deadline shown in 1).

3) By attending the meeting at the venue on schedule shown below.

- 1. Date and Time: Wednesday, June 26, 2024 at 10:00 a.m. (JST)
- **2. Venue:** Room 0, 3rd Floor Conference, Hulic Asakusabashi Building 1-22-16, Asakusabashi, Taito-ku, Tokyo

3. Purpose of the Meeting

Matters to be reported

- 1. The Business Report and the Consolidated Financial Statements for the 63rd fiscal year (from April 1, 2023 to March 31, 2024), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
- 2. The Non-consolidated Financial Statements for the 63rd fiscal year (from April 1, 2023 to March 31, 2024)

Matters to be resolved

- Proposal No. 1 Appropriation of Surplus
- Proposal No. 2 Election of Nine Directors
- Proposal No. 3 Election of One Audit & Supervisory Board Member
- Proposal No. 4 Election of One Substitute Audit & Supervisory Board Member

- We have no plans for handing out souvenirs at the venue. Thank you for your understanding.
- We will upload any revision or amendment to relevant information, if needed, on the same websites as shown above.
- We ask for your kind understanding on arranging the shipment of paper-based documents on the convocation to all the shareholders with voting rights, including the ones who have not made a prior request to such paper version. We have excluded the following documents from the paper version in accordance with the Japanese Companies Act and Article 16, paragraph 2 of our Articles of Incorporation, but they are available on our corporate website and the website of Tokyo Stock Exchange mentioned above (in Japanese). Our Audit & Supervisory Board members and our external auditor have audited both beforehand.

1. Notes to Consolidated Financial Statements

2. Notes to Non-consolidated Financial Statements

- We will keep you posted on any changes of the operation of the meeting on the same websites.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

As our basic dividend policy, we decided to strive to pay dividends using a payout ratio of at least 50%, while securing internal reserves necessary for future business development and reinforcement of our management base. The Company proposes the appropriation of surplus as follows:

1. Year-end dividend

Based on our business performance of the fiscal year and our business outlook, we propose to pay year-end dividends as follows:

- (1) Type of dividend property To be paid in cash.
- (2) Allotment of dividend property and its aggregate amount

We propose to pay a dividend of ¥40 per common share of the Company.

In this event, the total dividends will be ¥933,561,640.

As we have paid an interim dividend of \$11 per share on December 4, 2023, the annual dividend for the fiscal year will be \$51 per share.

- (3) Effective date of dividends of surplus The effective date of dividends will be June 27, 2024.
- 2. Other appropriation of surplus

Regarding other appropriation of surplus, we propose to increase the general reserve by $\pm 100,000,000$ and decrease the retained earnings brought forward by $\pm 100,000,000$, for the reinforcement of our management base and our future development.

- Item of surplus to be increased and amount of increase General reserve: ¥100,000,000
- (2) Item of surplus to be decreased and amount of decrease Retained earnings brought forward: ¥100,000,000

Proposal No. 2 Election of Nine Directors

At the conclusion of this meeting, the terms of office of our nine Directors will expire. Therefore, we propose the election of nine Directors, including three outside Directors.

When nominating a candidate for Director, our Board of Directors considers not only the legal requirements and our internal control policies, but also the candidate's personality and business insight. In addition, our Board considers the achievements and capabilities of each candidate while allocating duties and responsibilities to optimize the functional balance of our Board.

Candidate No.	Name	Current position and responsibility	Attribute	Attendance at Board of Directors meetings
1	Yoshihiko Kasai	CEO	Reelection	14/14 (100%)
2	Masayuki Shimojima	Representative Senior Managing Director, Senior Executive Officer and General Manager of Administration Division	Reelection	14/14 (100%)
3	Hitoshi Onodera	Managing Director, Senior Executive Officer and General Manager of Corporate Planning Division	Reelection	14/14 (100%)
4	Toshiharu Kawahara	Managing Director, Senior Executive Officer and General Manager of Sales Management Division	Reelection	14/14 (100%)
5	Manabu Onuki	Director, Senior Executive Officer and General Manager of Product Division	Reelection	14/14 (100%)
6	Shoichi Watanabe	Executive Officer and Deputy General Manager of Sales Management Division	New election	_
7	Tsutomu Umeno	Outside Director	Reelection Outside Independent	14/14 (100%)
8	Takeyuki Iwasaki	Outside Director	Reelection Outside Independent	14/14 (100%)
9	Chihiro Kanai	Outside Director	Reelection Outside Independent	14/14 (100%)

The candidates for Director are as follows:

Reelection: Candidate for Director to be reelected

New election: Candidate for Director to be newly elected

Outside: Candidate for outside Director

Independent: Independent officer as defined by the securities exchange, etc.

Candidate No.	Name (Date of birth)	- ······· , F - ····· , F - ····· , F - ····· , F - ····· , F ···· , F ··· , F ·· , F ··· , F ·· , F		Number of the Company's shares owned
		Apr. 1981	Joined SHIMOJIMA Co., Ltd.	
		Mar. 2007	General Manager of West Japan Sales	
			Department	
		Feb. 2008	Representative Director and President of a	
			Company's subsidiary, Sanwa Co., Ltd.	
		May 2012	Deputy General Manager of Sales Division and General Manager of West Japan Sales	
			Department of the Company	
		June 2012	Director and Deputy General Manager of Sales Division	
		June 2014	Executive Officer and Deputy General Manager of Sales Division	
	Yoshihiko Kasai	June 2015	Executive Officer and General Manager of	
	(January 21, 1959)		Sales Division	28,409 shares
	Reelection	June 2016	Director, Senior Executive Officer and General Manager of Sales Division	28,409 share
1		Aug. 2017	Director, Managing Executive Officer, General Manager of Sales Management Division, and General Manager of Sales Division	
		June 2018	Senior Managing Director, Senior Executive Officer, General Manager of Sales Management Division, and General Manager of Sales Division	
		June 2019	Representative Senior Managing Director,	
			Senior Executive Officer, General Manager of	
			Sales Management Division, and General	
			Manager of Sales Division	
-	ID C I I	Apr. 2021	CEO (current position)	
	[Reasons for nomination as a c		-	1 4 14 4 1
			ting, and has plenty of experience and strategic insig	
		-	ers and our subsidiary. We believe that we need his co	
	improvement of the efficiency	and effectiveness	of decision-making and monitoring in our Board of	Directors.

Candidate No.	Name (Date of birth)		mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned				
2	Masayuki Shimojima (October 14, 1955) Reelection	Apr. 1978 Jan. 2005 Apr. 2009 Dec. 2011 June 2014 Apr. 2015 June 2016 June 2018 June 2022	 Joined The Sanwa Bank, Limited Joined SHIMOJIMA Co., Ltd. General Manager of Corporate Management Department General Manager of Finance Department Executive Officer and Deputy General Manager of Administration Division Executive Officer, Deputy General Manager of Administration Division and General Manager of Corporate Management Department Director, Senior Executive Officer, General Manager of Administration Division and General Manager of Human Resources Department Managing Director, Senior Executive Officer, General Manager of Administration Division and General Manager of Human Resources Department Managing Director, Senior Executive Officer, General Manager of Human Resources Department Representative Senior Managing Director, Senior Executive Officer and General Manager of Administration Division 	182,052 shares				
	The candidate has a wealth of experience in international bus	easons for nomination as a candidate for Director] he candidate has a wealth of experience regarding finance, corporate management and managing a subsidiary, and has perience in international business. To improve the appropriateness of the decision-making and supervision of the board of Directors, we have nominated him again as a candidate for Director.						
3	Hitoshi Onodera (June 18, 1960) Reelection	Apr. 1983 Apr. 2005 June 2014 June 2016 Apr. 2018 Oct. 2018 June 2022	Joined SHIMOJIMA Trading Co., Ltd. General Manager of Corporate Planning Office of the Company Executive Officer and General Manager of Corporate Planning Office Director, Senior Executive Officer and General Manager of Corporate Planning Office Director, Senior Executive Officer, and General Manager of Product Administrative Division Director, Senior Executive Officer, General Manager of Product Administrative Division, and General Manager of SCM Department Managing Director, Senior Executive Officer and General Manager of Corporate Planning Division (current position)	14,332 shares				
	[Reasons for nomination as a The candidate has a wealth of legislation and matters related with matters related to logistic	hairman of SHIM candidate for Dire experience in cor to IR, etc. In add s and information	mpany] [OJIMA Processed Paper Co., Ltd.	s well-acquainted				

Candidate No.	Name (Date of birth)		mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned
		Apr. 1983 Apr. 2009	Joined SHIMOJIMA Trading Co., Ltd. General Manager of Sales Management Office of the Company	
		Dec. 2011	General Manager of East Japan Sales Department	
		Apr. 2014	Assistant to General Manager of Sales Division	
		June 2016	Executive Officer, Deputy General Manager of Sales Division and General Manager of Fifth Sales Department	
	Toshiharu Kawahara (October 26, 1960)	Apr. 2017	Executive Officer, Deputy General Manager of Sales Division and General Manager of First Sales Department	16,648 shares
4	Reelection	Feb. 2018	Executive Officer and General Manager of Marketing Division	
		June 2018	Director, Senior Executive Officer and General Manager of Marketing Division	
		Apr. 2021	Director, Senior Executive Officer, and General Manager of Sales Management Division	
		June 2022	Managing Director, Senior Executive Officer and General Manager of Sales Management	
	credit and other risk manageme	nt, internal conti	es and managing stores at the Company, and is also v rol, etc. To improve the decision-making function and ninated him again as a candidate for Director.	
		Apr. 1988	Joined SHIMOJIMA Trading Co., Ltd.	
		June 2003	General Manager of Saitama Sales Office	
		Nov. 2011	General Manager of Business Model Development Department	
	Manabu Onuki	June 2018	Executive Officer, Deputy General Manager of Sales Division and General Manager of Second Sales Department	
	(July 20, 1965)	Apr. 2020	Executive Officer and Deputy General Manager of Product Division	8,212 shares
5	Reelection	June 2020	Executive Officer and General Manager of Product Division	
		Mar. 2021	General Manager of Quality Control Department	
		June 2022	Director, Senior Executive Officer and General Manager of Product Division (current position)	
	overall business including busin	xperience in sale ness processes, p	ector] es and product procurement at the Company, and is v roduct portfolio, and business development. To impr Board of Directors, we have nominated him again a	ove the decision-

Candidate No.	Name (Date of birth)		mary, position and responsibility in the Company, ficant concurrent positions outside the Company	Number of the Company's shares owned			
6	Shoichi Watanabe (July 22, 1969) New election	Mar. 1993 Apr. 2014 Apr. 2017 Jan. 2019 Apr. 2020 June 2020 Apr. 2021	Joined SHIMOJIMA Co., Ltd. General Manager of Takamatsu Sales Office General Manager of Fukuoka Sales Office General Manager of Third Sales Department Deputy General Manager of Sales Management Division Executive Officer and Deputy General Manager of Sales Management Division (current position) Representative Director of a Company's subsidiary, Mitachi Package Co., Ltd. (current position)	6,700 shares			
	[Significant concurrent positions	s outside the Co	•				
	Representative Director and Pre						
	[Reasons for nomination as a ca						
		-	es at the Company, and is also well versed in sales pro-				
			onmentally friendly products and services. To impro				
	making function and monitoring function of the Board of Directors, we have nominated him as a new candidate for						
	Director.	Sept. 1976	Joined Honda Motor Co., Ltd.				
		Sept. 1976 Sept. 1995	Managing Director and CEO of Honda				
		Sept. 1995	Australia Pty., Ltd.				
		June 1998	General Manager of East Asia and Oceania				
			Division				
		Apr. 2000	Representative Director of VOLKSWAGEN				
		•	Group Japan KK				
		July 2001	President and CEO of VOLKSWAGEN Group				
	Tsutomu Umeno		Japan KK and Executive Management Member				
	(March 6, 1951)		of Volkswagen AG Group				
	Reelection	May 2005	Chairman of Japan Automobile Importers	3,699 shares			
	Outside		Association				
7	Independent	Feb. 2008	Representative Director and Chairman of VOLKSWAGEN Group Japan KK				
		July 2009	Managing Partner of M&C SAATCHI TOKYO				
		June 2010	Outside Director of Mitsui Kinzoku ACT				
			Corporation				
		June 2014	Special Advisor of the Company				
		June 2015	Outside Director (current position)				
		June 2020	Director (Member of Audit & Supervisory				
	[Danson for non-in-time	didata for Orat '	Committee) of NIPPO LTD. (current position)				
	[Reason for nomination as a can		de Director and expected roles] anager of an automobile company. We believe that h	a con provida			
			s management to make decisions from the perspectiv				
ļ			monitoring function of the Board of Directors. Acco				
			6	0,,			

Candidate No.	Name (Date of birth)		Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company				
		Apr. 1991	Joined Funai Consulting Incorporated	owned			
		-					
		Apr. 2008	Senior Consultant				
		Apr. 2015	Part-time Lecturer of College of Business at				
	T 1 1 T 1 T	1 2017	Rikkyo University				
	Takeyuki Iwasaki	June 2017	Director of Business Wrapping Association				
	(February 18, 1969)		(current position)				
		Apr. 2019	Established Mugamae,Inc.	3,122 share			
	Reelection		Representative Director and President (current				
	Outside		position)				
	Independent	Jan. 2020	Director, Audit and Supervisory Committee				
8			Member of EARLY AGE CO., LTD. (current				
			position)				
		June 2020	Outside Director of the Company (current				
			position)				
	[Significant concurrent positio						
		resident of Mugar	nae,Inc., Director, Audit and Supervisory Committee	e Member of			
	EARLY AGE CO., LTD.						
	-		de Director and expected roles]				
			xperience as a management consultant, and provides				
	and advice on our management based on that wealth of knowledge and experience. We believe that this can ensure						
	sharing the perspectives of our general shareholders in the course of our decision-making and thus make our monitoring						
	function effective. Accordingly	y, we have nomin	ated him again.	T			
		Apr. 1984	Joined Citibank, N.A.				
		Oct. 1990	Joined Chuo Audit Corporation				
		Mar. 1994	Registered as Certified Public Accountant				
			8				
		Aug. 2000	Established Chihiro Kanai Certified Public				
			-				
	Chibing Kanai		Established Chihiro Kanai Certified Public				
	Chihiro Kanai	Aug. 2000	Established Chihiro Kanai Certified Public Accountant Office (current position)				
	Chihiro Kanai (July 1, 1961)	Aug. 2000	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co-				
	(July 1, 1961)	Aug. 2000	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation	2,139 share			
	(July 1, 1961) Reelection	Aug. 2000 May 2016	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position)	2,139 share			
	(July 1, 1961) Reelection Outside	Aug. 2000 May 2016 Dec. 2019	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position)	2,139 share			
	(July 1, 1961) Reelection	Aug. 2000 May 2016	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current	2,139 share			
0	(July 1, 1961) Reelection Outside	Aug. 2000 May 2016 Dec. 2019	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position)	2,139 share			
9	(July 1, 1961) Reelection Outside	Aug. 2000 May 2016 Dec. 2019 Aug. 2020	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current	2,139 share			
9	(July 1, 1961) Reelection Outside	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position)	2,139 share			
9	(July 1, 1961) Reelection Outside	Aug. 2000 May 2016 Dec. 2019 Aug. 2020	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee	2,139 share			
9	(July 1, 1961) Reelection Outside	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current	2,139 share			
9	(July 1, 1961) Reelection Outside Independent	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position)	2,139 share			
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany]				
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio Representative of Chihiro Kan	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany] c Accountant Office, Auditor of Agricultural and Fis	hery Co-operative			
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio Representative of Chihiro Kan Savings Insurance Corporatior	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany]	hery Co-operative			
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio Representative of Chihiro Kan Savings Insurance Corporatior Director (Member of Audit &	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023 ons outside the Co ai Certified Publi n, Auditor of Inose Supervisory Com	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany] c Accountant Office, Auditor of Agricultural and Fis e Logistics Service Co., Ltd., Partner of Seirei Audit mittee) of NOMURA Co., Ltd.	hery Co-operative			
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio Representative of Chihiro Kan Savings Insurance Corporatior Director (Member of Audit & [Reason for nomination as a ca	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023 ons outside the Co nai Certified Publi n, Auditor of Inose Supervisory Com andidate for Outsi	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany] c Accountant Office, Auditor of Agricultural and Fis e Logistics Service Co., Ltd., Partner of Seirei Audit mittee) of NOMURA Co., Ltd.	hery Co-operative Corporation,			
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio Representative of Chihiro Kan Savings Insurance Corporatior Director (Member of Audit & [Reason for nomination as a ca The candidate has a wealth of	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023 ons outside the Co ai Certified Publi n, Auditor of Inose Supervisory Com andidate for Outsi knowledge and ex	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany] c Accountant Office, Auditor of Agricultural and Fis e Logistics Service Co., Ltd., Partner of Seirei Audit mittee) of NOMURA Co., Ltd.	hery Co-operative Corporation, t her to provide			
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio Representative of Chihiro Kan Savings Insurance Corporatior Director (Member of Audit & [Reason for nomination as a ca The candidate has a wealth of objective opinions and advice	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023 ms outside the Co ai Certified Publi h, Auditor of Inose Supervisory Com andidate for Outsi knowledge and er on our manageme	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany] c Accountant Office, Auditor of Agricultural and Fis e Logistics Service Co., Ltd., Partner of Seirei Audit mittee) of NOMURA Co., Ltd. de Director and expected roles] xperience as a certified public accountant. We expectent based on that wealth of knowledge and experience	hery Co-operative Corporation, t her to provide re, so that we can			
9	(July 1, 1961) Reelection Outside Independent [Significant concurrent positio Representative of Chihiro Kan Savings Insurance Corporatior Director (Member of Audit & [Reason for nomination as a ca The candidate has a wealth of objective opinions and advice	Aug. 2000 May 2016 Dec. 2019 Aug. 2020 June 2021 May 2023 ms outside the Co ai Certified Publi h, Auditor of Inose Supervisory Com andidate for Outsi knowledge and ex on our manageme	Established Chihiro Kanai Certified Public Accountant Office (current position) Auditor of Agricultural and Fishery Co- operative Savings Insurance Corporation (current position) Auditor of Inose Logistics Service Co., Ltd. (current position) Partner of Seirei Audit Corporation (current position) Outside Director of the Company (current position) Director (Audit and Supervisory Committee Member) of NOMURA Co., Ltd. (current position) mpany] c Accountant Office, Auditor of Agricultural and Fis e Logistics Service Co., Ltd., Partner of Seirei Audit mittee) of NOMURA Co., Ltd. de Director and expected roles] xperience as a certified public accountant. We expect ent based on that wealth of knowledge and experience shareholders and ensure the effectiveness of monitor	hery Co-operative Corporation, t her to provide re, so that we can			

3. The overview of the limited liability agreement for outside Directors is as follows. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act and Article 28 of the Articles of Incorporation, we have entered into an agreement with Tsutomu Umeno, Takeyuki Iwasaki, and Chihiro Kanai to limit their liability for damages pursuant to Article 423, paragraph (1) of the same Act. The maximum amount of liability for damages under this agreement is the amount provided for under laws and regulations. We plan to renew these agreements after the approval of their reelection.

- 4. We have submitted notification to the Tokyo Stock Exchange that Tsutomu Umeno, Takeyuki Iwasaki, and Chihiro Kanai have been designated as independent officers as provided for by Tokyo Stock Exchange, Inc. If they are reelected, we plan for those designations to continue.
- 5. In addition to the independence standards for outside directors stipulated by Tokyo Stock Exchange, Inc., we have established our own independence standards, taking into account the relationships with the Group, our officers and major shareholders, and Tsutomu Umeno, Takeyuki Iwasaki and Chihiro Kanai satisfy the independence standards.
- 6. Although Chihiro Kanai has never been involved in the management of businesses in ways other than serving as outside officer, she not only has a wealth of experience as a certified public accountant but also has served us as a tax counsel for many years and is thoroughly familiar with our businesses and management environment. Accordingly, we have confirmed that she will be able to perform duties as outside Director appropriately.
- 7. At the conclusion of this meeting, the tenure of our outside Directors will have been as follows.
 - Tsutomu Umeno: 9 years
 - Takeyuki Iwasaki: 4 years
 - Chihiro Kanai: 3 years
- 8. The Company has entered into a directors and officers liability insurance policy pursuant to the provision of Article 430-3, paragraph (1) of the Companies Act to cover loss due to damage claims filed against the insured including our directors (excluding cases of unjust acts, etc. such as illegally gaining benefits or advantages, violations of laws and regulations, insider trading, and gross negligence). If a relevant candidate is elected and assumes office as Director, he or she will be insured in this manner. The insurance policy is scheduled to be renewed on the same terms and conditions at the time of its expiration.

(Reference) Independence of outside Directors

The Company's own independence standards are as follows.

- (1) The candidate is not a person who, as of the date they are scheduled to assume their position or in the past, is or was a person executing business at the Company, its subsidiaries or its associates.
- (2) The candidate is not a person who currently belongs to the Company's subsidiaries or its associates.
- (3) For items (1) and (2) above, ten years or more will have passed since the candidate's retirement as of the date they are scheduled to assume their position.
- (4) The candidate is not a person who, in the three most recent fiscal years, was one of the top ten major shareholders in the Company's shareholder register or belonged to an organization that is a major shareholder.
- (5) The candidate is not a person who currently belongs to a business partner whose business transactions with the Group in the three most recent fiscal years account for 1% or more of the consolidated net sales annually for the Group or the business partner.
- (6) The candidate is not an accounting professional, legal professional, or consulting or advisory agreement partner (in cases where the partner is a corporation or other organization, a person who currently belongs to that organization) who, in the three most recent fiscal years, has received an average of ¥10 million or more annually in monetary consideration or other economic benefits from the Company besides officer remuneration, etc.
- (7) The candidate is not a person who belongs to a non-profit organization that has received donations from the Group in the three most recent fiscal years accounting for 1% or more of its annual average total income.
- (8) For items (4), (5), (6) and (7) above, if the candidate belonged to an organization, business partner, etc., five years or more will have passed since the candidate's retirement as of the date they are scheduled to assume their position.
- (9) The candidate is not the spouse or a relative within the third degree of kinship, etc. of a person executing business at the Company or a specified affiliated business operator for the Company.

	1	2	3	4	5	6	7	8	9	10
Name	Corporate Manage- ment (Leader- ship)	Sales Marketing	Interna- tional Strategy	Legal Affairs Risk Manage- ment	Finance Account- ing M&A	Labor Affairs Human Resources Talent Develop- ment	DX (IT)	SCM (Logistics)	R&D Product Develop- ment	ESG Sustain- ability
Yoshihiko Kasai	•	•	•						•	•
Masayuki Shimojima	•			•	•	•				•
Hitoshi Onodera	•				٠		٠	•		•
Toshiharu Kawahara	•	•					•		•	•
Manabu Onuki	•	•	٠						٠	•
Shoichi Watanabe	•	•						•	•	•
Tsutomu Umeno	•	•	•						•	•
Takeyuki Iwasaki	•	•					•		•	•
Chihiro Kanai	•			•	٠			•		•

Skills Matrix Items

* Note: Of the skills possessed by each Director, five skills that he or she is particularly knowledgeable or experienced are marked with "•." "•" does not represent all the skills that each Director possesses.

Proposal No. 3 Election of One Audit & Supervisory Board Member

We propose the election of one Audit & Supervisory Board Member, as Audit & Supervisory Board Member Mr. Mineo Enomoto is to resign at the end of this meeting. For this proposal, the Audit & Supervisory Board has already given its consent.

Name	Career sum	nary, position, and significant concurrent positions	Number of the Company's
(Date of birth)		outside the Company	shares owned
Takao Karasawa (September 29, 1959) New election Outside	Apr. 1990 Apr. 1990 July 2004 Mar. 2006	Registered as an attorney (Daini Tokyo Bar Association) Joined Kaneko & Iwamatsu Securities Inspector of Kanto Local Finance Bureau, Ministry of Finance Returned to Kaneko & Iwamatsu (current	– shares
Independent	June 2010	position) Statutory Auditor of New Real Property Corporation	

[Reasons for nomination as a candidate for outside Audit & Supervisory Board Member]

We request his election as outside Audit & Supervisory Board Member, because we expect that he will bring his advanced expert knowledge of corporate legal affairs so as to ensure the function of our audit system.

New election: Candidate for outside Audit & Supervisory Board Member to be newly elected

Outside: Candidate for outside Audit & Supervisory Board Member

Independent: Independent officer as defined by the securities exchange, etc.

Notes: 1. There is no special interest between Takao Karasawa and the Company.

- 2. Takao Karasawa is a candidate for outside Audit & Supervisory Board Member.
- 3. Reasons for our judgment of his capability to perform duties as outside Audit & Supervisory Board Member are that, although Takao Karasawa has never been involved in the management of businesses in ways other than serving as outside officer, he not only has a wealth of experience as an attorney but also is well versed in corporate legal affairs. Accordingly, we have decided that he will be able to perform duties as outside Audit & Supervisory Board Member.
- 4. The Company has entered into a directors and officers liability insurance policy pursuant to the provision of Article 430-3, paragraph (1) of the Companies Act to cover loss due to damage claims filed against the insured including the Company's Audit & Supervisory Board Members (excluding cases of unjust acts, etc. such as illegally gaining benefits or advantages, violations of laws and regulations, insider trading, and gross negligence). If the candidate is elected and assumes office as Audit & Supervisory Board Member, he will be insured in this manner. The insurance policy is scheduled to be renewed on the same terms and conditions at the time of its expiration.
- 5. When Takao Karasawa is elected as Audit & Supervisory Board Member, we will plan to enter into an agreement with him to limit his liability for damages pursuant to Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act and Article 35 of the Articles of Incorporation. The maximum amount of liability for damages under this agreement will be the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act.
- 6. If Takao Karasawa is elected as proposed, we plan for his designation as independent officer as provided for by Tokyo Stock Exchange, Inc.

Proposal No. 4 Election of One Substitute Audit & Supervisory Board Member

We propose the election of one substitute Audit & Supervisory Board Member to prepare for cases in which the number of Audit & Supervisory Board Members falls below that stipulated in laws and regulations. Our Audit & Supervisory Board has already given its consent for this proposal.

Dec. 2011 Jan. 2012	ncurrent positions outside the Company Registered with a bar association (Tokyo Bar Association) Joined Mineo Enomoto Law Office	shares owned
	Association)	
Jan. 2012	Joined Mineo Enomoto Law Office	
Sept. 2017	Registered as Small and Medium-sized Enterprise Consultant	– shares
May 2019	Partner of Enomoto and Matsui Law Office (current position)	- shares
May 2023	Director (Audit & Supervisory Committee Member) of Newtech Co., Ltd. (current	
	May 2019	Enterprise ConsultantMay 2019Partner of Enomoto and Matsui Law Office (current position)May 2023Director (Audit & Supervisory Committee

The candidate for substitute	Audit & Supervisory	y Board Member is as follows:
The canalace for bacoblicate		

[Significant concurrent positions outside the Company]

Director (Member of Audit & Supervisory Committee) of Newtech Co., Ltd.

[Reasons for nomination as a candidate for outside Audit & Supervisory Board Member]

We request his election as substitute outside Audit & Supervisory Board Member, because we will need him to bring his advanced expert knowledge of corporate legal affairs so as to ensure the function of our audit system when we do not have a sufficient number of incumbent members in our Audit & Supervisory Board.

Outside: Candidate for substitute outside Audit & Supervisory Board Member

Independent: Independent officer as defined by the securities exchange, etc.

- Notes: 1. There is no special interest between Satoshi Matsui and the Company.
 - 2. Satoshi Matsui is a candidate for substitute outside Audit & Supervisory Board Member.
 - 3. Although Satoshi Matsui has never been involved in the management of businesses in ways other than serving as outside officer, he not only has a wealth of experience as an attorney but also is well versed in corporate legal affairs. Accordingly, we have judged that he will be able to perform duties as outside Audit & Supervisory Board Member appropriately.
 - 4. If Satoshi Matsui assumes office as outside Audit & Supervisory Board Member, we plan to enter into an agreement with him to limit his liability for damages pursuant to Article 423, paragraph (1) of the Companies Act, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act and Article 35 of our Articles of Incorporation. The maximum amount of liability for damages under this agreement will be the minimum liability amount provided for under Article 425, paragraph (1) of the Companies Act.
 - 5. We have entered into a directors and officers liability insurance policy pursuant to the provision of Article 430-3, paragraph (1) of the Companies Act to cover loss due to damage claims filed against the insured including the Company's Audit & Supervisory Board Members (excluding cases of unjust acts, etc. such as illegally gaining benefits or advantages, violations of laws and regulations, insider trading, and gross negligence). If a relevant candidate is elected as substitute Audit & Supervisory Board Member and assumes office as Audit & Supervisory Board Member, he will be insured in this manner. The insurance policy is scheduled to be renewed on the same terms and conditions at the time of its expiration.