

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: 7596

June 10, 2025

To our shareholders:

Takahide Kurokawa,
Representative Director and President
UORIKI CO., LTD.
8-3, Akebonocho 2-chome, Tachikawa-shi, Tokyo

Notice of the 41st Annual General Meeting of Shareholders

Notice is hereby given that the 41st Annual General Meeting of Shareholders of UORIKI CO., LTD. (the “Company”) will be held as follows.

When convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of the Reference Documents for the General Meeting of Shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the websites indicated below. Please access one of the websites indicated below to review the information.

[Company website]

<https://uoriki.co.jp/> (in Japanese)

(From the above website, select “Investor Relations News,” “General Meeting of Shareholders,” and then “Notice of the 41st Annual General Meeting of Shareholders.”)

[Website for informational materials for the General Meeting of Shareholders]

<https://d.sokai.jp/7596/teiji/> (in Japanese)

[TSE website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Access the TSE website by using the Internet address shown above, enter “Uoriki” in “Issue name (company name)” or the Company’s securities code “7596” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.” Under “Filed information available for public inspection,” click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting].”)

[Exercising voting rights in writing]

Please indicate your approval or disapproval of the proposals on the voting right exercise form sent along with this convocation notice and return it by 6:00 p.m. on Wednesday, June 25, 2025.

When voting rights are exercised in writing (by mail), if there is no indication of approval or disapproval of a proposal in the voting right exercise form, this will be treated as an indication of approval of the proposal.

[Exercising voting rights via the Internet]

Please access the website for exercising voting rights designated by the Company (<https://evote.tr.mufg.jp/>) and, using your “login ID” and “temporary password” shown in the voting right exercise form sent along with this convocation notice, indicate your approval or disapproval of the proposals by following the instructions on the screen by 6:00 p.m. on Wednesday, June 25, 2025. If you exercise your voting rights via the Internet, please view the “Guidelines regarding the exercise of a voting right via the Internet, etc.” (in Japanese only).

If you exercise your voting rights both in writing and via the Internet, we will consider your vote via the Internet to be valid. In the event that your voting right is exercised more than once via the Internet, the last exercise of the voting right shall be deemed to be the valid exercise of the voting right.

- 1. Date and Time:** Thursday, June 26, 2025, at 10:00 a.m. (JST)
- 2. Venue:** HOTEL emisia TOKYO TACHIKAWA, 2nd floor, Chianti Grande
14-16, Akebonocho 2-chome, Tachikawa-shi, Tokyo
(The venue is different from the last time, so please be careful not to make a mistake when you come to the venue by referring to the “Map of the Venue for the Annual General Meeting of Shareholders” (in Japanese only) at the end of this notice.)
- 3. Purpose of the Meeting**
- Matters to be reported:**
1. Business Report and Consolidated Financial Statements for the 41st Fiscal Year (from April 1, 2024 to March 31, 2025), and the Audit Results of the Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board
 2. Non-consolidated Financial Statements for the 41st Fiscal Year (from April 1, 2024 to March 31, 2025)
- Matters to be resolved:**
- Proposal** Election of Eight Directors

- If you plan to attend the meeting in person, please submit the voting form sent together with this notice to the receptionist at the meeting.
- We will not be distributing tea, meal tickets, etc. at the General Meeting of Shareholders. We greatly appreciate your understanding.
- Among the matters subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the Company's Articles of Incorporation, the matters listed below are not provided in the paper-based documents to be delivered to shareholders who have requested them.

Accordingly, the Business Report, the Consolidated Financial Statements and the Non-consolidated Financial Statements contained in these documents are part of the documents that were audited by the financial auditor in preparing the Accounting Audit Report and the Audit & Supervisory Board Members in preparing the Audit Report.

1. The following matters in the Business Report

- (1) Major businesses
- (2) Major places of business
- (3) Status of major lenders
- (4) Status of share acquisition rights, etc.
- (5) Financial auditor
- (6) Systems for ensuring the appropriateness of operations and the status of operation of such systems

2. The following matters in the Consolidated Financial Statements

- (1) Consolidated Statement of Changes in Equity
- (2) Notes to Consolidated Financial Statements

3. The following matters in the Non-consolidated Financial Statements

- (1) Non-consolidated Statement of Changes in Equity
- (2) Notes to Non-consolidated Financial Statements

Please note that, as for this General Meeting of Shareholders, regardless of whether a request for paper delivery has been made, a document excluding the above items from the matters subject to measures for electronic provision will be sent uniformly to all shareholders.

- If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details before and after the revisions will be posted on each of the aforementioned websites.
- The Company's officers and staff, etc. will wear the Cool Biz (business casual) style.
- The results of the resolutions of this General Meeting of Shareholders will be posted on the Company's website instead of sending out a notice of resolutions.

Reference Documents for the General Meeting of Shareholders

Proposal Election of Eight Directors

The terms of office of all six Directors will expire at the conclusion of this meeting. Therefore, the Company proposes to increase the number of Directors by two and elect eight Directors in order to strengthen the management structure. The selection of candidates for Director was carried out following reports from the Nomination and Remuneration Committee, in which half of the members were independent outside Directors.

The candidates for Director are as follows:

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
1	Masayuki Yamada (March 8, 1964)	<div> <div>Apr. 1985</div> <div>Joined the Company</div> </div> <div> <div>Feb. 1997</div> <div>Director of the Company</div> </div> <div> <div>Mar. 2008</div> <div>Director, President and CEO of UORIKI FRESH, INC.</div> </div> <div> <div>Apr. 2012</div> <div>General Manager, Sales & Marketing Headquarters of the Company</div> </div> <div> <div>June 2012</div> <div>Senior Managing Director of the Company</div> </div> <div> <div>June 2015</div> <div>Representative Director and Vice President of the Company</div> </div> <div> <div>June 2017</div> <div>Representative Director and President of the Company</div> </div> <div> <div>Aug. 2018</div> <div>Director and President of Uoriki America Inc. (current position)</div> </div> <div> <div>Aug. 2018</div> <div>Director and President of Uoriki Seafoods, LLC</div> </div> <div> <div>Nov. 2018</div> <div>Representative Director and President of Japan Fishery Support Corporation</div> </div> <div> <div>May 2024</div> <div>Director of Mogami Sengyo Co., Ltd.</div> </div> <div> <div>June 2024</div> <div>Representative Director and Chairman of the Company (current position)</div> </div>	10,000 shares
<div> <div>[Reason for election]</div> <div>The Company nominated Masayuki Yamada as a candidate for Director because he has abundant experience and a high level of insight into the fisheries industry in general, and has also promoted various initiatives for business expansion overseas, expanding its business, etc., and his experience and global sensibilities will be reflected in the management of the Company.</div> </div>			

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company (Significant concurrent positions outside the Company)		Number of the Company's shares owned
2	Takahide Kurokawa (April 1, 1967)	Apr. 1985	Joined the Company	9,900 shares
		June 2011	General Manager, Sales Department of the Company	
		June 2013	Director of the Company	
		June 2015	Managing Director of the Company	
		Apr. 2018	Senior Managing Director of the Company	
		Apr. 2019	Representative Director and President of Uoriki Trading Company	
		Feb. 2020	Representative Director and President of Mogami Sengyo Co., Ltd.	
		Apr. 2021	General Manager, Sales & Marketing Headquarters of the Company	
		Apr. 2022	General Manager, Store Development Office of the Company	
		June 2024	Representative Director and President of the Company (current position)	
		May 2025	Representative Director and President of Mogami Sengyo Co., Ltd. (current position)	
[Reason for election] The Company nominated Takahide Kurokawa as a candidate for Director because he has a wealth of experience and a high level of insight into the fresh fish distribution industry, has excellent management skills and a proven track record in the establishment of the management system of the entire Group, expansion of the business, and the establishment a management foundation as the director and president of an affiliate, and his experience and abilities will be reflected in the management of the Company.				
3	Torao Yamada (October 31, 1966)	Apr. 1990	Joined The Long-Term Credit Bank of Japan, Ltd. (currently SBI Shinsei Bank, Limited)	2,200 shares
		Apr. 2003	Director and Managing Executive Officer of Gracchus & Associates, Inc.	
		Apr. 2007	General Manager, Business Finance Department, Structured Finance Division of Sanyo Electric Credit Co., Ltd. (currently Sumitomo Mitsui Finance and Leasing Company, Limited)	
		July 2013	Deputy Director, Finance Office, Accounting & Finance Department of Electric Power Development Co., Ltd.	
		Jan. 2016	Joined the Company	
		Apr. 2017	Executive Officer (current position), General Manager of Corporate Planning Office (current position) of the Company	
		June 2018	Director of the Company	
		June 2023	Managing Director of the Company (current position)	
[Reason for election] The Company nominated Torao Yamada as a candidate for Director because he has demonstrated a high level of ability in building the Company's management plan and growth strategy, etc. based on his expert knowledge of finance and treasury as well as his experience and high level of insight as a manager, and his experience and abilities will be reflected in the management of the Company.				

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company (Significant concurrent positions outside the Company)		Number of the Company's shares owned
* 4	Masatoshi Yamaguchi (August 8, 1971)	Apr. 1990	Joined Seiyu Foods Co., Ltd.	1,500 shares
		Apr. 2002	Joined Seiyu Co., Ltd.	
		Mar. 2004	Joined the Company	
		Apr. 2016	General Manager, Sales Department of the Company	
		Apr. 2017	Executive Officer (current position) and General Manager of Sushi Department and Food & Beverage Department of the Company	
		June 2019	Director of the Company	
		Apr. 2020	Acting General Manager of Sales & Marketing Headquarters of the Company	
		Apr. 2021	Deputy General Manager, Sales & Marketing Headquarters of the Company	
		June 2023	Retired as Director of the Company	
		Apr. 2024	General Manager, Sales Management Department of the Company (current position)	
		Apr. 2025	General Manager, Sales & Marketing Headquarters of the Company (current position)	
[Reason for election] The Company nominated Masatoshi Yamaguchi as a candidate for Director because he has abundant knowledge and experience mainly in the sales division, and has demonstrated leadership in strengthening store operations and human resource development, etc., and his experience and abilities will be reflected in the management of the Company.				
* 5	Koichi Kitagawa (April 11, 1969)	Apr. 1988	Joined the Company	1,000 shares
		Apr. 2012	General Manager, Product Department of the Company	
		Apr. 2014	General Manager, Sales Department 1 of the Company	
		Apr. 2015	General Manager, Sales Department 2 of the Company	
		Apr. 2016	Director of Ota Uoriki Co., Ltd. (currently Uoriki Trading Company) (current position)	
		Apr. 2016	Representative Director and President of Ota Uoriki Co., Ltd.	
		Apr. 2018	Executive Officer of the Company (current position)	
		Apr. 2021	General Manager, Procurement Department of the Company	
		Apr. 2022	Deputy General Manager, Sales & Marketing Headquarters of the Company	
		Apr. 2024	General Manager, Sales & Marketing Headquarters of the Company	
		Apr. 2025	General Manager, Procurement Planning Headquarters of the Company (current position)	
[Reason for election] The Company nominated Koichi Kitagawa as a candidate for Director because he possesses extensive knowledge and experience, especially in the procurement department, has a wide network, is well-versed in store operations and overseas transactions, and has contributed to expanding the scale of our subsidiaries as a manager, and it is believed that his experience and capabilities will enhance the Company's management.				

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company (Significant concurrent positions outside the Company)		Number of the Company's shares owned
6	Tetsuya Iwasaki (February 20, 1966)	Apr. 1990	Joined Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC)	- shares
		Mar. 1994	Registered as a Certified Public Accountant	
		Feb. 1997	Joined N.E.D. Corporation	
		Feb. 1997	Opened Tetsuya Iwasaki Certified Public Accountant Office	
		May 2002	Registered as Certified Public Tax Accountant	
		Aug. 2004	Opened Citia Certified Public Accountant Firm (current position)	
		Jan. 2006	Supervisory Director of BLife Investment Corporation (currently Daiwa House REIT Investment Corporation)	
		June 2012	Advisor of the Company	
		June 2015	Outside Director of the Company (current position)	
		Nov. 2023	Outside Audit & Supervisory Board Member of SS Market Co., Ltd. (current position)	
[Reason for election and expected role] The Company nominated Tetsuya Iwasaki as a candidate for outside Director because we hope that he provides supervision and advice to ensure the validity and appropriateness of the Board of Directors' decision-making from a professional point of view as a Certified Public Accountant. In addition, if he is elected, he will participate in selecting candidates for Officer and the decision of remuneration for Officers of the Company as the chairperson of the Nominating and Remuneration Committee from an objective and neutral standpoint. Although he has no experience of being involved in the management of a company in the past other than as an outside director, for the reasons stated above, the Company believes that he can appropriately perform his duties as an outside Director.				
7	Erina Shindo (January 10, 1963)	Oct. 2000	Registered as an attorney at law with the Dai-ichi Tokyo Bar Association	- shares
		Oct. 2000	Joined Idesawa & Partners	
		July 2011	Partner of Rokubancho Sogo Law Office (currently Kudanzaka Sogo Law Office) (current position)	
		May 2013	Outside Audit & Supervisory Board Member of Nipponhyojun Co., Ltd. (current position)	
		June 2020	Outside Director of the Company (current position)	
		Sept. 2020	Director of Nichibenren Traffic Accident Consultation Center	
		Apr. 2022	Executive Director of Nichibenren Traffic Accident Consultation Center (current position)	
[Reason for election and expected role] The Company nominated Erina Shindo as a candidate for outside Director because we hope that she provides supervision and advice to ensure the validity and appropriateness of the Board of Directors' decision-making from an objective standpoint as a lawyer and a woman's perspective. In addition, if she is elected, she will participate in selecting candidates for Officer and the decision of remuneration for Officers of the Company as a Nominating and Remuneration Committee member from an objective and neutral standpoint. Although she has no experience of being involved in the management of a company in the past other than as an outside director, for the reasons stated above, the Company believes that she can appropriately perform her duties as an outside Director.				

Candidate No.	Name (Date of birth)	Career summary and position and responsibility in the Company (Significant concurrent positions outside the Company)	Number of the Company's shares owned
8	Motoyasu Hasebe (May 8, 1964)	<p>Apr. 1988 Joined Mitsui & Co., Ltd.</p> <p>Sept. 2005 General Manager, Marine Product Office, Grocery MD Department, Food Business Unit of Mitsui & Co., Ltd.</p> <p>Apr. 2009 President of Mitsui & Co. HRD Institute</p> <p>July 2012 General Manager of Strategy Planning Office, Retail Business Unit of MITSUI & CO., LTD.</p> <p>Apr. 2016 President & CEO of Starzen International Co., Ltd.</p> <p>June 2018 Director of Starzen Co., Ltd.</p> <p>Apr. 2019 General Manager, Manufacturing Division of Starzen Co., Ltd.</p> <p>Apr. 2020 General Manager, McDonald's Division of Starzen Co., Ltd.</p> <p>June 2022 Outside Director of the Company (current position)</p> <p>Nov. 2022 Representative Director and President of R&S Co., Ltd. (current position)</p>	- shares
<p>[Reason for election and expected role]</p> <p>The Company nominated Motoyasu Hasebe as a candidate for outside Director because we hope that he provides appropriate advice and supervision to the Company's management utilizing his expertise mainly in the meat distribution industry and the fast-food business, and abundant experience as a manager. In addition, if he is elected, he will participate in selecting candidates for Officer and the decision of remuneration for Officers of the Company as a Nominating and Remuneration Committee member from an objective and neutral standpoint.</p>			

- Notes:
1. New candidates for Director are indicated by an asterisk (*).
 2. There is no special interest between any of the candidates and the Company.
 3. Tetsuya Iwasaki, Erina Shindo and Motoyasu Hasebe are candidates for outside Director.
 4. The Company has registered Tetsuya Iwasaki, Erina Shindo and Motoyasu Hasebe as independent directors as defined by the provisions of the Tokyo Stock Exchange, and will continue to appoint them as independent directors if they are elected.
 5. Tetsuya Iwasaki, Erina Shindo and Motoyasu Hasebe are currently outside Directors of the Company, and their terms of office as outside Directors will be 10 years for Tetsuya Iwasaki, 5 years for Erina Shindo, and 3 years for Motoyasu Hasebe at the conclusion of this meeting.
 6. Masatoshi Yamaguchi served as a Director of the Company within the past 10 years, and his position and responsibilities are as stated in the section "Career summary and position and responsibility in the Company (Significant concurrent positions outside the Company)" above.
 7. The Company has entered into agreements with Tetsuya Iwasaki, Erina Shindo and Motoyasu Hasebe, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, to limit their liability for damages as provided in Article 423, paragraph (1) of the same act. The maximum amount of liability for damages under the said agreements is the minimum liability amount stipulated in Article 425, paragraph (1) of the Companies Act, and the Company plans to continue the said agreements with them if they are elected.
 8. The Company has entered into a directors' and officers' liability insurance contract with an insurance company as stipulated in Article 430-3, paragraph (1) of the Companies Act. The said insurance covers legal damages that may result from liability of the insured including Directors of the Company (excluding the case that the Company compensates for the damages of the insured). If the candidates are elected, each of them will be insured under the said insurance contract. The Company plans to renew the said insurance contract with the same contents at the next renewal.
 9. Erina Shindo's name in her family register is Erina Ueno.