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Securities code: 8043

June 10, 2026

(Commencement date of measures for electronic provision: June 4, 2026)

To Shareholders with Voting Rights:

Kazuhiko Yokota
Representative Director,
President & CEO
Starzen Co., Ltd.
2-5-7 Konan, Minato-ku,
Tokyo, Japan

**NOTICE OF
THE 87th ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 87th Annual General Meeting of Shareholders of Starzen Co., Ltd. (the “Company”) will be held as described below.

The Company has taken measures for electronic provision for the General Meeting of Shareholders, and the “NOTICE OF THE 87th ANNUAL GENERAL MEETING OF SHAREHOLDERS” and the “Other matters subject to electronic provision for the 87th Annual General Meeting of Shareholders (Matters excluded from delivered documents)” are made available on the website below as matters subject to electronic provision.

Company’s website: <https://www.starzen.co.jp/en/ir/>

In addition to the above, the matters subject to electronic provision are also posted on the Tokyo Stock Exchange (TSE) website. Please access the TSE website (Listed Company Search) below, enter “Starzen” in the Issue name (company name) field or “8043” in the Code field, search, and select “Basic information” and then “Documents for public inspection/PR information” to check the information.

Tokyo Stock Exchange website (Listed Company Search service):
<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

If you are unable to attend the meeting in person, you may exercise your voting rights in writing or by electromagnetic means (via the internet, etc.). Please review the “Reference Documents for the General Meeting of Shareholders” included in the matters subject to electronic provision, and exercise your voting rights no later than 5:00 p.m. on Thursday, June 25, 2026.

- 1. Date and Time:** Friday, June 26, 2026 at 10:00 a.m. Japan time
(Reception desk will be open at 9:00 a.m.)
- 2. Place:** Shinagawa Grand Central Tower 3F
Shinagawa The Grand Hall
2-16-4 Konan, Minato-ku, Tokyo, Japan
- 3. Meeting Agenda:**
Matters to be reported:
 1. The Business Report and Consolidated Financial Statements for the 87th fiscal year (from April 1, 2025 to March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
 2. Non-Consolidated Financial Statements for the 87th fiscal year (from April 1, 2025 to March 31, 2026)

Proposals to be resolved:

- Proposal 1:** Appropriation of Surplus
Proposal 2: Partial Amendments to the Articles of Incorporation

Proposal 3: Election of Nine (9) Directors

4. Decisions Regarding the Convocation:

- (1) If you do not indicate your approval or disapproval for any proposal on the voting form you return, you will be deemed to have approved the proposal.
- (2) If you exercise your voting rights both in writing and via the Internet, only the vote via the Internet will be deemed valid. If you exercise your voting rights multiple times via the Internet, only the last vote will be deemed valid.

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- If you attend the meeting in person, please submit the enclosed voting form at the reception.
 - The matters for electronic provision have been sent to shareholders who have requested document delivery. However, the delivered documents exclude the following items in accordance with the provisions of applicable laws and regulations as well as Article 15 of the Company's Articles of Incorporation. The documents delivered to the shareholders who have requested document delivery are part of the documents audited by the Audit & Supervisory Board Members and the Accounting Auditor in the course of preparing audit reports.
 - (i) The following items in the Business Report
 - Share Acquisition Rights of the Company
 - Basic Policy on the Control of the Company
 - Systems to Ensure the Appropriateness of Business Operations and the Operational Status thereof
 - Policy on Determination of Dividends from Surplus, etc.
 - (ii) The following items in Consolidated Financial Statements
 - Consolidated Statement of Changes in Equity
 - Notes to Consolidated Financial Statements
 - (iii) The following items in Non-Consolidated Financial Statements
 - Non-Consolidated Statement of Changes in Equity
 - Notes to Non-Consolidated Financial Statements
 - (iv) The following items in the Audit Report
 - The Accounting Audit Report pertaining to the Consolidated Financial Statements
 - The Accounting Audit Report pertaining to the Non-Consolidated Financial Statements
 - The Accounting Audit Report of the Audit & Supervisory Board
 - If any revisions are made to the matters subject to electronic provision, details of the revisions will be posted on each website on which the matters are posted.
 - If changes are made to the operation of this General Meeting of Shareholders, details will be posted on the Company's website (<https://www.starzen.co.jp/>).

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company regards returning profits to shareholders as one of its most important policies. Under such recognition, its basic policy is to pay stable dividends to shareholders. Having set a numerical target of “achieving a DOE ratio of 3.0%” as a barometer of shareholder returns, the Company will work to enhance dividends on a stable and constant basis. In order to further boost shareholder returns and increase capital efficiency, the Company will also consider share buybacks or other means in a flexible manner.

The Company intends to use internal reserves effectively for funding business expansion in terms of scale and scope, in its effort to stabilize performance and increase revenue.

Taking comprehensively into account the business performance and financial position for the fiscal year under review, the Company proposes to pay a year-end dividend of 43 yen per share (DOE ratio of 2.7%) for the 87th fiscal year.

- (1) Type of dividend property:
Cash
- (2) Matters concerning the allotment of dividend property and the total amount thereof:
43 yen per share of the Company’s common stock
Total amount of dividend: 2,457,266,304 yen
- (3) Effective date of distribution of surplus:
June 29, 2026

Note: The Company split its common stock three for one, effective April 1, 2025.

A dividend of 43 yen per share is equivalent to 129 yen per share before the stock split, or an increase in dividend of 19 yen per share compared to the previous fiscal year.

Proposal 2: Partial Amendments to the Articles of Incorporation

1. Reasons for amendments

- (1) To restructure the provisions regarding purpose of business in the Article of Incorporation so that the Company may deal flexibly and swiftly with M&As, new businesses, or reorganization of the Group in the future.
- (2) To introduce an interim dividend scheme, in addition to the year-end dividends currently being paid once a year, in order to increase opportunities to return profit to shareholders.

2. Details of amendments

Details of amendments are as shown below.

Current Articles of Incorporation	Proposed amendment
<p>(Purpose) Article 2 The purpose of the Company shall be to engage in the businesses listed below, <u>as well as to control and manage, by means of holding shares or equity interests, the business operations of companies in and outside of Japan that engage in the businesses listed below.</u> 1. through 17. (Omitted) [Newly established] 18. <u>Businesses related or incidental to any of the items above.</u></p>	<p>(Purpose) Article 2 The purpose of the Company shall be to engage in the businesses listed below. 1. through 17. (Unchanged) 18. <u>Control and management, by means of holding shares or equity interests, of business operations of subsidiaries and other companies; and</u> 19. <u>Businesses related or incidental to any of the items above.</u></p>
<p>(Dividends from Surplus) Article 46 The Company may, unless otherwise provided by law, decide on matters provided in items under Article 459, paragraph 1 of the Companies Act, such as dividends from surplus, by resolution of the Board of Directors. 2. <u>Dividends from surplus shall be paid to shareholders or registered pledgees of shares who are entered or recorded in the final shareholder register on March 31 of each year.</u></p>	<p>(Dividends from Surplus) Article 46 The Company may, unless otherwise provided by law, decide on matters provided in items under Article 459, paragraph 1 of the Companies Act, such as dividends from surplus, by resolution of the Board of Directors. [Deleted]</p>

Current Articles of Incorporation	Proposed amendment
<p data-bbox="395 443 635 474" style="text-align: center;">[Newly established]</p> <p data-bbox="229 743 638 813">(Prescription Period of Dividends) Article <u>47</u> (Omitted)</p>	<p data-bbox="829 219 1117 250">(Dividend Record Date)</p> <p data-bbox="829 259 1404 371">Article <u>47</u> <u>The record date for the Company's year-end dividend shall be March 31 of each year.</u></p> <p data-bbox="935 380 1404 492">2. <u>The record date for the Company's interim dividend shall be September 30 of each year.</u></p> <p data-bbox="935 501 1404 694">3. <u>The Company may, by resolution of the Board of Directors, pay dividends from surplus by setting record dates other than those provided in the paragraphs above.</u></p> <p data-bbox="829 743 1238 813">(Prescription Period of Dividends) Article <u>48</u> (Unchanged)</p>

Proposal 3: Election of Nine (9) Directors

The terms of office of all nine (9) directors will expire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the Company proposes to elect nine (9) directors.

The candidates for directors are as follows:

No.	Name		Current positions and responsibilities at the Company
1	Reappointment	Kazuhiko Yokota	Representative Director, President & CEO Direct supervisor of Quality Assurance Division, Audit Department, and Compliance Promotion Department
2	Reappointment	Masao Uzurahashi	Managing Director Supervisor of Overseas Division, McDonald's Division, and Sales Division
3	Reappointment	Masamichi Takahashi	Managing Director Supervisor of Production Division and STARZEN MEAT PROCESSOR Co., Ltd.
4	Reappointment	Tsunehiro Sana	Director Supervisor of Finance and Group Controller Division and Administrative Division
5	Reappointment	Ryoichi Takahama	Director Supervisor of Corporate Division, IT & Communication Division, and Logistics Division General Manager of Corporate Division
6	Reappointment	Wataru Ohara [External] [Independent]	Director
7	Reappointment	Kaku Yoshisato [External]	Director
8	Reappointment	Mariko Eto [External] [Independent]	Director
9	Reappointment	Shingo Ogoshi [External] [Independent]	Director

Note: The positions and responsibilities at the Company described are as of April 1, 2026.

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	Kazuhiko Yokota (March 18, 1964) [Reappointment] [Attendance at the Board of Directors meetings] 13/13	<p>April 1986 Joined the Company</p> <p>February 2006 General Manager of Mass Retailer Business Department</p> <p>October 2010 President & CEO, Starzen Broad Area Sales Co., Ltd.</p> <p>April 2013 Executive Officer, the Company</p> <p>April 2015 Managing Executive Officer</p> <p>June 2016 Director</p> <p>April 2017 President & CEO, Starzen Sales Co., Ltd.</p> <p>April 2018 Managing Director, the Company</p> <p>April 2020 Senior Managing Director, General Manager of Sales Division</p> <p>April 2021 Representative Director, President & CEO</p> <p>February 2024 Representative Director, President & CEO Direct supervisor of Quality Assurance Division, Audit Department, and Compliance Promotion Department (current position)</p>	175,623
<p>[Reason for nomination as candidate for director]</p> <p>Mr. Kazuhiko Yokota has many years of experience as an officer of the Company and the Starzen Group companies. He has been responsible for the overall management of the Group as Representative Director, President & CEO. He leads the Group with leadership based on his extensive knowledge and experience. The Company proposes his reappointment as he is indispensable for facilitating group management and further increasing the corporate value.</p>			
2	Masao Uzurahashi (April 20, 1976) [Reappointment] [Attendance at the Board of Directors meetings] 13/13	<p>September 2008 Joined the Company</p> <p>October 2011 President & CEO, STARZEN EUROPE ApS (Denmark)</p> <p>January 2014 General Manager of Broad Area Sales Department, Starzen Broad Area Sales Co., Ltd.</p> <p>April 2014 Director, General Manager of Broad Area Sales Department, Starzen Broad Area Sales Co., Ltd.</p> <p>April 2015 Managing Director, Starzen International Co., Ltd.</p> <p>April 2016 Executive Officer, the Company Executive Vice President, Starzen International Co., Ltd.</p> <p>June 2017 Director, the Company</p> <p>April 2018 President & CEO, Starzen International Co., Ltd.</p> <p>April 2019 Director, General Manager of Overseas Division, the Company</p> <p>April 2021 Managing Director, General Manager of Overseas Division</p> <p>June 2024 Managing Director, Supervisor of Overseas Division, McDonald's Division, and Sales Division (current position)</p>	81,648
<p>[Reason for nomination as candidate for director]</p> <p>Mr. Masao Uzurahashi has served in a number of key positions in the Starzen Group's overseas business division. Currently, he is responsible for the Group's overseas business and import and export operations in general, as well as sales, as Managing Director. The Company proposes his reappointment as, in response to the rising overseas demand for meat, he is indispensable for further strengthening our overseas transactions and increasing the corporate value.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	<p>Masamichi Takahashi (November 18, 1963)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13</p>	<p>April 1986 Joined the Company</p> <p>April 2009 General Manager of Domestic Pork and Broiler Department, Starzen Meat Group Co., Ltd. (currently STARZEN MEAT PROCESSOR Co., Ltd.)</p> <p>April 2010 Director, General Manager of Domestic Pork and Broiler Department, Starzen Meat Group Co., Ltd.</p> <p>April 2013 Director, General Manager of Plants in Northern Japan, STARZEN MEAT PROCESSOR Co., Ltd.</p> <p>April 2014 Director, Plant Manager of Aomori Plant, STARZEN MEAT PROCESSOR Co., Ltd.</p> <p>April 2016 Managing Director, Plant Manager of Aomori Plant, STARZEN MEAT PROCESSOR Co., Ltd.</p> <p>April 2017 Executive Officer, the Company</p> <p>April 2018 Senior Managing Director, STARZEN MEAT PROCESSOR Co., Ltd.</p> <p>June 2019 Director, the Company</p> <p>April 2020 President & CEO, STARZEN MEAT PROCESSOR Co., Ltd.</p> <p>April 2023 Managing Director, Supervisor of Breeding and Farming Division, Production Division, and STARZEN MEAT PROCESSOR Co., Ltd., the Company</p> <p>April 2024 Managing Director, Supervisor of Production Division and STARZEN MEAT PROCESSOR Co., Ltd., the Company (current position)</p>	76,452
<p>[Reason for nomination as candidate for director]</p> <p>Mr. Masamichi Takahashi is responsible for overall related farms and meat processing and the supply of processed food in the Starzen Group as Managing Director. The Company proposes his reappointment as he is indispensable for further increasing the corporate value by leveraging his many years of experience in the field.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	<p>Tsunehiro Sana (October 6, 1962)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 13/13</p>	<p>April 1985 Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)</p> <p>March 2002 Deputy General Manager of President Office, Mitsubishi Tokyo Wealth Management Securities, Ltd.</p> <p>June 2003 Senior Executive Officer, Mitsubishi UFJ Wealth Management Bank (Switzerland), Ltd.</p> <p>February 2009 Deputy Head of Private Banking Division, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)</p> <p>April 2011 General Manager of Asagaya Branch, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)</p> <p>January 2013 General Manager of Kamakura Branch, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)</p> <p>November 2015 Joined the Company General Manager of Group Human Resources Department, Planning and Administrative Division</p> <p>October 2017 General Manager of Planning and Administrative Division</p> <p>April 2020 Executive Officer, General Manager of Administrative Division</p> <p>June 2022 Director, Supervisor of Corporate Division and Administrative Division</p> <p>June 2024 Director, Supervisor of Finance and Group Controller Division and Administrative Division (current position)</p>	76,278
<p>[Reason for nomination as candidate for director]</p> <p>Since joining the Company, Mr. Tsunehiro Sana has served in a number of key positions, including General Manager of Human Resources Department and Administrative Division and currently serves as Supervisor of Finance and Group Controller Division and Administrative Division of the Group. He plays an important role in strengthening the Company's governance based on his extensive knowledge and experience. The Company proposes his reappointment as he is indispensable for further increasing the corporate value.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	Ryoichi Takahama (June 7, 1965) [Reappointment] [Attendance at the Board of Directors meetings] 13/13	April 1988 Joined the Company	49,411
		April 2009 Director, Kobe Sales Office, Starzen West Japan Sales Co., Ltd.	
		April 2011 Director, General Manager of Broad Area Sales Department, Starzen Broad Area Sales Co., Ltd.	
		April 2013 Managing Director, Starzen Broad Area Sales Co., Ltd.	
		April 2014 President & CEO, Starzen Broad Area Sales Co., Ltd.	
		April 2016 Managing Director, General Manager of Chukyo and Kinki Headquarters, Starzen Sales Co., Ltd.	
		April 2018 Executive Officer, the Company	
		April 2019 Managing Director, General Manager of Sales Headquarters, Starzen Sales Co., Ltd.	
		June 2019 Director, Deputy General Manager of Sales Division, the Company	
		April 2021 Director, General Manager of Logistics Division	
October 2023 Senior Executive Officer, General Manager of Corporate Division			
June 2024 Director, Supervisor of Corporate Division, IT & Communication Division, and Logistics Division, General Manager of Corporate Division (current position)			
<p>[Reason for nomination as candidate for director] Mr. Ryoichi Takahama has served in key positions in sales and the logistics divisions. He is currently responsible for formulating and promoting the Group's management strategy and management plans, as well as IT & communication fields and logistics. The Company proposes his reappointment as he is indispensable for further increasing the corporate value by leveraging his many years of experience in these fields.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held	
6	Wataru Ohara (August 17, 1952) [Reappointment] [External] [Independent] [Attendance at the Board of Directors meetings] 13/13	April 1975 Joined The Mitsui Bank Limited (currently Sumitomo Mitsui Banking Corporation) April 2007 Managing Executive Officer, Sumitomo Mitsui Banking Corporation Managing Executive Officer, Sumitomo Mitsui Financial Group, Inc. June 2010 Representative Director, Deputy President, Sumitomo Mitsui Financial Group, Inc. June 2012 Director, Teisoh Co., Ltd. (currently Teikoku-Soko Co., Ltd.) April 2013 President, Representative Director, Teisoh Co., Ltd. June 2017 Director (External), the Company (current position) June 2020 Representative Director, Chairman, Teikoku-Soko Co., Ltd. June 2021 Director, Chairman, Teikoku-Soko Co., Ltd. June 2023 Senior Advisor, Teikoku-Soko Co., Ltd. (current position) [Significant concurrent position] Not applicable.	3,000	
		[Reason for nomination as candidate for external director and expected roles] Mr. Wataru Ohara has many years of experience as a senior executive of both a financial institution and non-financial company. He possesses extensive experience in and keen insight into all aspects of corporate management. The Company proposes his reappointment as an external director to benefit from his oversight of the Starzen Group's decision-making processes and ability to offer appropriate advice from the standpoint of shareholders' common interests.		

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	Kaku Yoshisato (April 28, 1967) [Reappointment] [External] [Attendance at the Board of Directors meetings] 13/13	April 1991 Joined Mitsui & Co., Ltd. January 2018 President & CEO, Multigrain S.A. April 2019 General Manager of Oils & Fats, Staple Food Project Division, Food Business Unit, Mitsui & Co., Ltd. June 2020 Director (External), the Company (current position) April 2021 General Manager, Livestock & Fisheries Project Division, Food Business Unit, Mitsui & Co., Ltd. April 2024 Director, Assistant to General Manager, Food Business Unit, Mitsui & Co., Ltd. (current position) June 2024 External Director, FEED ONE CO., LTD. (current position) June 2024 Outside Director, J-OIL MILLS, INC. (current position) [Significant concurrent position] ▪Director, Assistant to General Manager, Food Business Unit, Mitsui & Co., Ltd. ▪External Director, FEED ONE CO., LTD. ▪Outside Director, J-OIL MILLS, INC.	0
[Reason for nomination as candidate for external director and expected roles] Mr. Kaku Yoshisato has served in a number of key positions in Food Business Unit, etc. at Mitsui & Co., Ltd. He possesses keen insight and an extensive network in the food industry. The Company proposes his reappointment as an external director to benefit from his oversight of the Starzen Group's decision-making processes and ability to offer appropriate advice from the standpoint of shareholders' common interests.			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
8	Mariko Eto (May 24, 1971) [Reappointment] [External] [Independent] [Attendance at the Board of Directors meetings] 13/13	April 1994 Joined Mitsui & Co., Ltd. April 2002 Enrolled in the Legal Training and Research Institute of Japan October 2003 Registered as attorney with Daini Tokyo Bar Association Joined New Tokyo International Law Office April 2015 Joined TMI Associates January 2017 Partner, TMI Associates (current position) June 2020 Audit & Supervisory Board Member (External), the Company June 2022 Director (External) (current position) June 2023 Outside Director, Nitto Denko Corporation (current position) March 2024 Outside Director (Audit and Supervisory Committee Member), ASICS Corporation (current position) [Significant concurrent position] ▪Partner, TMI Associates ▪Outside Director, Nitto Denko Corporation ▪Outside Director (Audit and Supervisory Committee Member), ASICS Corporation	0
<p>[Reason for nomination as candidate for external director and expected roles]</p> <p>The Company proposes the reappointment of Ms. Mariko Eto as she can oversee the Starzen Group’s decision-making processes as an attorney at law with expertise in corporate law and offer appropriate advice from the standpoint of shareholders’ common interests.</p> <p>Although Ms. Mariko Eto has not been directly involved in corporate management other than as an external director, the Company believes that she is capable of properly performing her duties as an external director for the reasons stated above.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
9	Shingo Ogoshi (May 16, 1982)	April 2005	Joined ChuoAoyama PwC	0
	[Reappointment] [External] [Independent]	July 2007	Shin Nihon LLC (currently Ernst & Young ShinNihon LLC)	
	[Attendance at the Board of Directors meetings] 13/13	July 2015	Ogoshi Nobuyuki Accounting & Tax Corporation Office (currently Ogoshi Accounting & Tax Corporation)	
		November 2015	Senior Partner, Ogoshi Accounting & Tax Corporation (current position)	
		June 2016	Audit & Supervisory Board Member (External), the Company	
		June 2024	Director (External), the Company (current position)	
		[Significant concurrent position] ▪ Senior Partner, Ogoshi Accounting & Tax Corporation		
	[Reason for nomination as candidate for external director and expected roles]			
	Mr. Shingo Ogoshi possesses highly specialized insight in accounting and finance as a certified public accountant and tax accountant, and has contributed to sound and highly transparent audit duties as an external Audit & Supervisory Board Member of the Company for eight years since June 2016. The Company proposes his reappointment as external director to benefit from his experience and insight, as we expect that he will be able to supervise the decision-making process of the Starzen Group and offer appropriate advice from the standpoint of shareholders' common interests.			
	Although Mr. Shingo Ogoshi has not been directly involved in corporate management other than as an external director, the Company believes that he is capable of properly performing his duties as an external director for the reasons stated above.			

- Notes: 1. Among the candidates for directors, the candidates who have special interests in the Company are as follows:
- (1) Mr. Kaku Yoshisato is an executive (employee) of Mitsui & Co., Ltd., the largest shareholder of the Company, with which the Company has a capital alliance agreement. There are business transactions related to purchase and sale of meat, etc. between Mitsui & Co., Ltd. and the Company.
 - (2) There are no special interests between other candidates for directors and the Company.
2. Mr. Wataru Ohara, Mr. Kaku Yoshisato, Ms. Mariko Eto, and Mr. Shingo Ogoshi will have served as external directors for nine (9) years, six (6) years, four (4) years, and two (2) years, respectively, at the conclusion of this Annual General Meeting of Shareholders.
 3. Mr. Wataru Ohara, Mr. Kaku Yoshisato, Ms. Mariko Eto, and Mr. Shingo Ogoshi are the candidates for external directors. Mr. Wataru Ohara, Ms. Mariko Eto, and Mr. Shingo Ogoshi have been registered as independent officers prescribed by Tokyo Stock Exchange, Inc., and if Mr. Wataru Ohara, Ms. Mariko Eto, and Mr. Shingo Ogoshi are reappointed, they will continue to be independent officers.
 4. The Company has entered into liability limitation agreements, pursuant to Article 427, Paragraph 1 of the Companies Act and Article 29 of the Company's Articles of Incorporation, with Mr. Wataru Ohara, Mr. Kaku Yoshisato, Ms. Mariko Eto, and Mr. Shingo Ogoshi to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act. The liability for damages under said agreements is limited to the minimum liability amount under Article 425, Paragraph 1 of the said Act. The Company plans to continue said liability limitation agreements if the candidates are reappointed.
 5. The Company has entered into a directors and officers liability insurance agreement prescribed in Article 430-3, Paragraph 1 of the Companies Act with an insurance company under which all the directors are insured. This agreement covers damages that may arise due to the insured directors and officers assuming liability for their execution of duties, or receiving a claim for the pursuit of such liability. All of the candidates will be insured under said insurance agreement if they are appointed as directors of the Company. The Company plans to renew said insurance agreement in December 2026.
 6. In January 2024, Nitto Denko Corporation, for which Ms. Mariko Eto serves as Outside Director, announced that improper activity had taken place in relation to test methods for obtaining certification from The Association of Membrane Separation Technology, Japan for the said company's membrane production module for water supply. Ms. Mariko Eto was not aware of the incident until it was discovered, and had provided recommendations for legal

compliance on a day-to-day basis, and after the incident came to light, called for further strengthening of the systems for investigation and preventing recurrence and took other appropriate actions to fulfil her duties.

7. Ms. Mariko Eto is recorded under the name of Ms. Mariko Morokawa in the family register.

8. In addition to the [Attendance at the Board of Directors meetings] above, there was one written resolution that is deemed to be a resolution of the Board of Directors in accordance with Article 370 of the Companies Act and Article 26 of the Company's Articles of Incorporation.

(Reference) Skills Matrix for Candidates for Directors (expertise, knowledge, experience, etc.)

Position		Name	Field					
			Corporate management	Sales/ Marketing	Manufacturing/ Production	Global business	Financial/ Accounting	Legal/Risk management
Directors	Internal	Kazuhiko Yokota	•	•	•			
		Masao Uzurahashi	•	•		•		
		Masamichi Takahashi	•		•			
		Tsunehiro Sana					•	•
		Ryoichi Takahama		•	•			
	External	Wataru Ohara	•				•	•
		Kaku Yoshisato	•			•		
		Mariko Eto						•
		Shingo Ogoshi					•	

* The table does not represent all the knowledge, etc. each candidate possesses.