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Securities Code: 2281

June 3, 2025

Commencement date of measures for electronic provision: May 29, 2025

To Our Shareholders:

Naoto Chiba
President and CEO
Prima Meat Packers, Ltd.
Headquarters: 3-17-4 Higashi-Oi, Shinagawa-ku,
Tokyo
Head office: 4-12-2 Higashi-Shinagawa,
Shinagawa-ku, Tokyo

Notice of the 78th Annual General Meeting of Shareholders

We are pleased to announce the 78th Annual General Meeting of Shareholders of Prima Meat Packers, Ltd. (the “Company”), which will be held as indicated below.

1. Date and Time: Wednesday, June 25, 2025, at 10:00 a.m. (JST)

2. Venue: “Asuka,” 13th floor, Azur Takeshiba
1-11-2 Kaigan, Minato-ku, Tokyo

3. Purpose of the Meeting:

(1) Matters to be reported

- 1) The Business Report and the Consolidated Financial Statements for the 78th fiscal year (from April 1, 2024 to March 31, 2025), and the results of audits of the Consolidated Financial Statements by the Financial Auditor and the Board of Corporate Auditors
- 2) The Non-consolidated Financial Statements for the 78th fiscal year (from April 1, 2024 to March 31, 2025)

(2) Matters to be resolved

- Proposal No. 1:** Appropriation of Surplus
Proposal No. 2: Election of Five (5) Directors
Proposal No. 3: Election of One (1) Corporate Auditor

When convening the Annual General Meeting of Shareholders, the Company takes measures for the electronic provision of information that constitutes the content of the Reference Documents for the General Meeting of Shareholders, etc. (the matters subject to measures for electronic provision) and posts said matters on the Company’s website given below. Please access the website to review the matters.

The Company’s website:

<https://www.primaham.co.jp/ir/library/annualreport/> (in Japanese)

In addition to posting matters subject to measures for electronic provision on the website above, the Company also posts said matters on the website of Tokyo Stock Exchange, Inc. (TSE). Said matters can be accessed from the TSE website (Listed Company Search) by using the internet address shown below, entering the issue name (Prima Meat Packers) or securities code (2281), and clicking “Search,” and then clicking “Basic information” and selecting “Documents for public inspection/PR information.”

TSE website (Listed Company Search):

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

If you do not plan to attend the meeting, you may exercise your voting rights in writing or via the Internet. Please do so by 5:00 p.m. on Tuesday, June 24, 2025 after reviewing the Reference Documents for the General Meeting of Shareholders.

When exercising voting rights in writing, please indicate your approval or disapproval of the proposals on the enclosed voting card and return the card by postal mail so that your vote is received by the above deadline for exercising voting rights.

For information on the exercise of voting rights via the Internet, see “Instructions for the Exercise of Voting Rights via the Internet” (in the Japanese original only).

4. Matters to be Noted

- The materials for the General Meeting of Shareholders that were previously sent in paper form (the Reference Documents for the General Meeting of Shareholders, Business Report, Consolidated Financial Statements, Non-consolidated Financial Statements, and Audit Reports) will no longer be delivered in paper form starting from this Annual General Meeting of Shareholders in accordance with the electronic provision system. Please access the URL indicated on page 3 of this convocation notice and check these materials on the website. For your convenience, a summary of the Reference Documents for the General Meeting of Shareholders posted on the website is being sent to you in paper form so that you may review the key points of the materials. In addition, for shareholders who requested the delivery of paper documents by the record date for this Annual General Meeting of Shareholders, we have sent paper documents containing the matters subject to measures for electronic provision in accordance with the laws and regulations. For shareholders who wish to receive the materials in paper form for the next and subsequent meetings and who have not yet completed the paper delivery request procedures, please submit a paper delivery request by the record date for the Annual General Meeting of Shareholders. For the paper delivery request procedures, please contact Sumitomo Mitsui Trust Bank, Limited, the Company’s shareholder registry administrator, or your securities company.
- If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on the Company’s aforementioned website and the TSE website.
- The following matters are not included in the paper documents delivered to shareholders who requested paper delivery in accordance with the laws and regulations and the Company’s Articles of Incorporation. Please note that the Corporate Auditors and the Financial Auditor have audited the documents subject to audit, including the following matters.
 - (i) The following matters in the Business Report:
“System to Ensure the Properness of Operations” and “Overview of Operational Status of System to Ensure the Properness of Operations”
 - (ii) The following matters in the Consolidated Financial Statements:
“Notes to Consolidated Financial Statements”
 - (iii) The following matters in the Non-consolidated Financial Statements:
“Notes to Non-consolidated Financial Statements”
- If the voting rights are exercised both in writing and via the Internet, only the exercise of the voting rights via the Internet shall be valid. If the voting rights are exercised multiple times via the Internet, only the last exercise of the voting rights shall be valid.
- If approval or disapproval is not indicated for a proposal on the voting card, approval will be deemed to have been given.
- When you attend the meeting, you are kindly requested to present the enclosed voting card at the reception desk at the Meeting.

- No gifts will be provided at this Annual General Meeting of Shareholders. Your understanding is appreciated.

The Company's website  <https://www.primaham.co.jp/ir/library/annualreport/> (in Japanese)

Reference Documents for the 78th Annual General Meeting of Shareholders

Proposals and Reference Items

Proposal No. 1: Appropriation of Surplus

The Company considers the distribution of profits to shareholders to be an important management issue. The Company's policy regarding the determination of dividends of surplus, etc. is to aim for a dividend payout ratio of 40% or more while strengthening its management foundation, ensuring adequate internal reserves for necessary future investments, and achieving stable dividends.

Regarding the appropriation of surplus at the end of the fiscal year under review, after comprehensively considering factors such as business results and future business development, the Company has decided to pay a year-end dividend of ¥40 per share. As the Company has already paid a mid-term dividend of ¥40 per share, the annual dividend will be ¥80 per share for the fiscal year under review.

Year-end dividends

1	Type of dividend property	To be paid in cash.
2	Allotment of dividend property and their aggregate amount	¥40 per common share of the Company Total dividends: ¥2,013,427,440
3	Effective date of dividends	June 26, 2025

Proposal No. 2: Election of Five (5) Directors

The terms of office of all four (4) Directors (including three (3) Outside Directors) will expire at the conclusion of this Annual General Meeting of Shareholders. In addition, Director Kenji Tanaka resigned and retired from office on August 5, 2024. Accordingly, the Company proposes the election of five (5) Directors (including three (3) Outside Directors), more than half of whom are Outside Directors. Additionally, to ensure fairness and transparency in determining candidates for Directors, the Company consults with the Executive Advisory Committee composed of the President and Representative Director and the Outside Directors, follows a recommendation by the Committee, and passes resolution by the Board of Directors for the determination.

The candidates for Directors are as follows:

Candidate No.	Name	Current Position in the Company	Attributes of Candidates	Number of Board of Directors' Meetings Attended
1	Naoto Chiba	President and CEO	Reappointment	15/15 (100.0%)
2	Kenichi Tai	Managing Executive Officer	New appointment	—
3	Takeshi Yamashita	Director	Reappointment Outside Director Independent Officer	15/15 (100.0%)
4	Yuzo Ide	Director	Reappointment Outside Director Independent Officer	15/15 (100.0%)
5	Yoshino Tsujita	Director	Reappointment Outside Director Independent Officer	15/15 (100.0%)

Candidate No.	Name (Date of birth)	Career Summary, Position and Responsibility in the Company, and Significant Concurrent Positions outside the Company		
1	Naoto Chiba (Born October 31, 1958) Reappointment Number of years in office as Director 9 years Number of Board of Directors' Meetings Attended 15/15 (100.0%)	Apr. 1983	Joined ITOCHU Corporation	Number of the Company's Shares Owned 28,741
		Apr. 2004	General Manager, Grain & Feed Department of ITOCHU Corporation	
		Apr. 2005	General Manager, Planning & Administration Department, Food Company of ITOCHU Corporation	
		Apr. 2007	Chief Operating Officer, Fresh Food & Food Distribution Division of ITOCHU Corporation	
		Apr. 2013	Chief Operating Officer, Fresh Food Division of ITOCHU Corporation	
		Apr. 2014	Executive Officer of ITOCHU Corporation	
		Apr. 2014	Chief Operating Officer, Food Products Marketing & Distribution Division of ITOCHU Corporation	Number of shares to be granted under the performance-linked stock remuneration plan 15,754
		Apr. 2015	Seconded to Dole Asia Holdings Pte. Ltd. (Executive Vice President, Director) (residing in Singapore)	
		Apr. 2016	Managing Executive Officer assigned to Processed Foods Business Division and Meat Business Division, in charge of Audit Department of the Company	Total 44,495
		Jun. 2016	Managing Director and Head of Processed Foods Business Division of the Company	
		Jun. 2018	President and CEO of the Company (current position)	
		Jun. 2019	President and Executive Officer of the Company (current position)	
Reasons for nomination as candidate for director				
Mr. Naoto Chiba has had success in increasing the Company's earnings, and has abundant experience and track records as a corporate manager. In addition, he has managed the Board of Directors appropriately in his capacity as Chairman of the Board of Directors.				
The Company therefore deems him to be a suitable person as a director responsible for further improving the corporate value of the Group, and nominates him to continue as a director.				

Candidate No.	Name (Date of birth)	Career Summary, Position and Responsibility in the Company, and Significant Concurrent Positions outside the Company	
2	Kenichi Tai (Born September 12, 1966) New appointment	Apr. 1989 Joined ITOCHU Corporation	
		Apr. 2010 ITOCHU (Thailand) Ltd. (residing in Bangkok)	
		Jul. 2011 ITOCHU Management (Thailand) Co., Ltd. (residing in Bangkok) and ITOCHU (Thailand) Ltd.	
		Apr. 2014 General Manager, Meat Products Department of ITOCHU Corporation	
		Apr. 2019 Chief Operating Officer, Fresh Food Division of ITOCHU Corporation	Number of the Company's Shares Owned
		Jun. 2019 Director of the Company	911
		Apr. 2021 Executive Officer of ITOCHU Corporation	
		Apr. 2023 Managing Executive Officer , Head of Meat Sales Department, Meat Business Division of the Company	Number of shares to be granted under the performance-linked stock remuneration plan
		Apr. 2024 Managing Executive Officer , Head of East Japan Branch, Sales Division of the Company	1,223
		Aug. 2024 Managing Executive Officer, Head of, Corporate Strategy Division and Head of, Corporate Strategy Department and Project Manager in PRIMA Next Project of the Company	Total
		Apr. 2025 Managing Executive Officer, Head of, Corporate Strategy Division and Head of, Corporate Strategy Department and Project Manager in PRIMA Next Project of the Company (current position)	2,134
Reasons for nomination as candidate for director			
Mr. Kenichi Tai has overseas experience at a general trading company and a high level of expert knowledge in fresh foods in general, including livestock products, having held positions such as COO of the Fresh Food Division. He is utilizing this specialized knowledge in the Company, where he is in charge of corporate strategy. The Company therefore deems that his experience and knowledge can be utilized to further improve the corporate value of the Group, and nominates him as a new candidate for director.			

Candidate No.	Name (Date of birth)	Career Summary, Position and Responsibility in the Company, and Significant Concurrent Positions outside the Company	
3	<p>Takeshi Yamashita (Born January 31, 1946)</p> <p>Reappointment</p> <p>Outside Director</p> <p>Independent Officer</p>	<p>Apr. 1985 Professor at Hiroshima University</p> <p>Apr. 1997 Professor at Tokai University</p> <p>Jul. 1997 Registration as an attorney</p> <p>Apr. 1999 Part-time Lecturer of International Corporate Strategy at Graduate School of Hitotsubashi University</p> <p>Jun. 2003 Corporate Auditor of the Company</p> <p>Dec. 2003 Joined Hibiya Park Law Offices (current position)</p> <p>Jun. 2012 Director of the Company (current position)</p> <p>[Significant Concurrent Positions outside the Company] Attorney (Hibiya Park Law Offices)</p>	<p>Number of the Company's Shares Owned 0</p> <p>Number of shares to be granted under the performance-linked stock remuneration plan 0</p> <p>Total 0</p>
	<p>Number of years in office as Director 13 years</p> <p>Number of Board of Directors' Meetings Attended 15/15 (100.0%)</p>	<p>Reasons for nomination as candidate for outside director and outline of expected roles</p> <p>Mr. Takeshi Yamashita has abundant experience and sophisticated expert knowledge as a university professor and an attorney.</p> <p>The Company therefore deems that he will be able to provide oversight and supervision of the Company's management from an independent standpoint, and nominates him to continue as an outside director.</p> <p>He has never in the past been involved in the management of a company except as an outside officer. However, the Company judges he will appropriately fulfill his duties as an outside director based on the above reasons.</p> <p>If elected, he is also expected to provide an objective and neutral voice as a member of the Executive Advisory Committee for matters involving the appointment and dismissal of candidates for the Company's officers, officer remuneration, and other vital matters involved in corporate governance.</p>	

Candidate No.	Name (Date of birth)	Career Summary, Position and Responsibility in the Company, and Significant Concurrent Positions outside the Company		
4	Yuzo Ide (Born September 24, 1954) Reappointment Outside Director Independent Officer Number of years in office as Director 5 years Number of Board of Directors' Meetings Attended 15/15 (100.0%)	Apr. 1977	Joined Wacoal Corp. (current Wacoal Holdings Corp.) (The former Wacoal Corp. transitioned into a holding company and changed its corporate name to Wacoal Holdings Corp. in July 2005.)	Number of the Company's Shares Owned 2,133
		Apr. 2006	Corporate Officer of Wacoal Corp. (operating corporation)	
		Apr. 2008	Director and Senior Managing Corporate Officer of Wacoal Corp. (operating corporation)	
		Apr. 2014	Director and Vice President Corporate Officer of Wacoal Corp. (operating corporation)	Number of shares to be granted under the performance-linked stock remuneration plan 0
		Jun. 2014	Managing Director of Wacoal Holdings Corp.	
		Jun. 2016	Director of Wacoal Holdings Corp.	
		Jun. 2018	Director of Wacoal Corp. (operating corporation)	Total 2,133
		May 2020	Outside Director of COSMO CO., LTD. (current position)	
		Jun. 2020	Director of the Company (current position)	
			[Significant Concurrent Positions outside the Company] Outside Director of COSMO CO., LTD.	
Reasons for nomination as candidate for outside director and outline of expected roles Mr. Yuzo Ide has been in charge of corporate management at a major global manufacturer and has abundant experience and in-depth knowledge related to overseas business development and management strategy. The Company therefore deems that he will be able to provide oversight, support and appropriate advice from an independent standpoint in order to promote the Company's management strategy, and nominates him to continue as an outside director. If elected, he is also expected to provide an objective and neutral voice as a member of the Executive Advisory Committee for matters involving the appointment and dismissal of candidates for the Company's officers, officer remuneration, and other vital matters involved in corporate governance.				

Candidate No.	Name (Date of birth)	Career Summary, Position and Responsibility in the Company, and Significant Concurrent Positions outside the Company	
5	Yoshino Tsujita (Born August 19, 1964)	Mar. 1987	Joined Swiss Bank Securities Corporation
		Jan. 1989	Joined Salomon Brothers Asia Securities Ltd.
		Jun. 1999	Vice President of The Chase Manhattan Bank
		Feb. 2001	Vice President of JPMorgan Securities Japan Co., Ltd.
		Mar. 2002	Joined Japan Tobacco Inc.
		Jun. 2006	General Manager, Corporate Planning Division of Japan Tobacco Inc.
		Sep. 2014	General Manager, Compliance Office of Japan Tobacco Inc.
		Apr. 2016	General Manager, Media and Investor Relations Division of Japan Tobacco Inc.
		Mar. 2020	Representative Director of Relier Inc. (current position)
		Apr. 2020	Outside Director of Yukiguni Maitake Co., Ltd. (current Yukiguni Factory Co., Ltd.) (current position)
		Jun. 2022	Director of the Company (current position)
		Sep. 2022	Director of Yukai Engineering Inc. (current position)
		[Significant Concurrent Positions outside the Company] Representative Director of Relier Inc. Outside Director of Yukiguni Factory Co., Ltd. Director of Yukai Engineering Inc.	
		Reasons for nomination as candidate for outside director and outline of expected roles	
		Ms. Yoshino Tsujita has global and abundant experience in both domestic and international companies, in-depth knowledge related to management and diversity, and sophisticated expert knowledge of finance and accounting. The Company therefore deems that she will be able to provide oversight, support and appropriate advice from an independent standpoint in order to promote the Company's management strategy, and nominates her to continue as an outside director. If elected, she is also expected to provide an objective and neutral voice as a member of the Executive Advisory Committee for matters involving the appointment and dismissal of candidates for the Company's officers, officer remuneration, and other vital matters involved in corporate governance.	
	Reappointment		Number of the Company's Shares Owned 1,461
	Outside Director		Number of shares to be granted under the performance-linked stock remuneration plan 0
	Independent Officer		Total 1,461
	Number of years in office as Director 3 years		
	Number of Board of Directors' Meetings Attended 15/15 (100.0%)		

- (Notes) 1. There is no special interest between each candidate and the Company.
2. Mr. Takeshi Yamashita, Mr. Yuzo Ide, and Ms. Yoshino Tsujita are candidates for outside directors as specified in Article 2, Item 15 of the Companies Act.
3. At the conclusion of this Annual General Meeting of Shareholders, Mr. Takeshi Yamashita's tenure since assuming office as outside director of the Company will have been thirteen years.
4. At the conclusion of this Annual General Meeting of Shareholders, Mr. Yuzo Ide's tenure since assuming office as outside director of the Company will have been five years.
5. At the conclusion of this Annual General Meeting of Shareholders, Ms. Yoshino Tsujita's tenure since assuming office as outside director of the Company will have been three years.
6. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Mr. Takeshi Yamashita, Mr. Yuzo Ide, and Ms. Yoshino Tsujita to limit the liability for damages under Article 423, Paragraph 1 of the said Act. The maximum amount of liability for damages under such agreement is the minimum liability amount provided for under Article 425, Paragraph 1 of the Companies Act. If the reappointment of Mr. Takeshi Yamashita, Mr. Yuzo Ide, and Ms. Yoshino Tsujita is approved, the Company plans to continue the aforementioned agreement with them.
7. The Company has submitted a notification to the Tokyo Stock Exchange, Inc. concerning the appointment of Mr. Takeshi Yamashita, Mr. Yuzo Ide, and Ms. Yoshino Tsujita as independent officers as provided for by the aforementioned exchange. If their reappointment is approved, the Company plans to submit a notification of its designation of their continued positions as independent officers.

8. The Company has entered into a directors and officers liability insurance agreement with an insurance company, and the insurance agreement covers damages, litigation expenses, etc. that the insured may incur in the event of a claim for damages from shareholders, third parties, etc. Currently, each candidate is insured under this insurance agreement and if the election of each candidate is approved, all candidates shall be included as insured under this agreement. In addition, the Company plans to renew the agreement with the same terms and conditions at the next renewal.
9. The “Career Summary, Position and Responsibility in the Company, and Significant Concurrent Positions outside the Company” of Mr. Naoto Chiba and Mr. Kenichi Tai include their positions and responsibilities as executives over the past ten years and currently at ITOCHU Corporation, the Company’s parent company, and its subsidiary companies, etc.
10. The number of the Company’s shares owned by Mr. Naoto Chiba, Mr. Kenichi Tai, Mr. Yuzo Ide, and Ms. Yoshino Tsujita also includes shares less than one unit (shares less than 100 shares) they hold through the Company’s shareholding association.
11. The number of shares to be granted under the performance-linked stock remuneration plan indicates the number of shares corresponding to the fixed number of points already granted under the performance-linked stock remuneration plan. The number of shares corresponding to the portion to be paid as monetary remuneration upon retirement is also included. For an overview of the Company’s performance-linked stock remuneration plan, see the business report, “Matters Concerning Policy for the Determination of Remuneration for Individual Directors” noted later.

Proposal No. 3: Election of One (1) Corporate Auditor

As the term of office of Corporate Auditor Ms. Akemi Sunaga will expire at the conclusion of this Annual General Meeting of Shareholders, the Company proposes the election of one (1) Corporate Auditor (outside corporate auditor). In accordance with the Company's Articles of Incorporation, the term of office of elected corporate auditors expires at the conclusion of the Annual General Meeting of Shareholders relating to the last fiscal year that ends within four years after the election.

The consent of the Board of Corporate Auditors for this proposal has been obtained.

The candidate for Corporate Auditor is as follows:

Name (Date of birth)	Career Summary, Position in the Company and Significant Concurrent Positions outside the Company	Number of the Company's Shares Owned
<p>Akemi Sunaga (Born August 14, 1961)</p> <p>Reappointment</p> <p>Outside Corporate Auditor</p> <p>Independent Officer</p> <p>Number of years in office as Corporate Auditor 4 years</p> <p>Number of Board of Directors' Meetings Attended 15/15 (100.0%)</p> <p>Number of Board of Corporate Auditors' Meetings Attended 16/16 (100.0%)</p>	<p>Oct. 1989 Joined Auditing Department of Aoyama Audit Corporation (current PricewaterhouseCoopers Japan LLC)</p> <p>Feb. 1991 Joined Auditing Department of Chuo Audit Corporation</p> <p>Aug. 1993 Registered as Certified Public Accountant</p> <p>Oct. 1994 Registered as Certified Public Tax Accountant</p> <p>Nov. 1994 Established Sunaga CPA Firm, Representative (current position)</p> <p>Nov. 1996 Established Marunouchi Business Consulting Ltd., Representative Director (current position)</p> <p>Jan. 2012 Established Marunouchi Business Consulting Tax Co., Senior Partner (current position)</p> <p>Jun. 2016 Outside Corporate Auditor of Matsumotokiyoshi Holdings Co., Ltd.</p> <p>Jun. 2017 Senior Partner (CEO) of Marunouchi Audit Corporation</p> <p>Mar. 2019 Alternate Corporate Auditor of Lion Corporation</p> <p>Jun. 2020 Outside Director and Audit & Supervisory Committee Member of Ushio Inc. (current position)</p> <p>Jun. 2020 Outside Director and Audit and Supervisory Committee Member of YOMEISHU SEIZO CO., LTD. (current position)</p> <p>Jun. 2021 Outside Corporate Auditor of the Company (current position)</p> <p>Jan. 2022 Senior Partner of Marunouchi Audit Corporation (current position)</p> <p>Jun. 2022 Outside Director of KYB Corporation (current position)</p> <p>Mar. 2023 Outside Corporate Auditor of Lion Corporation (current position)</p> <p>[Significant Concurrent Positions outside the Company] Representative of Sunaga CPA Firm Representative Director of Marunouchi Business Consulting Ltd. Senior Partner of Marunouchi Business Consulting Tax Co. Outside Director and Audit & Supervisory Committee Member of Ushio Inc. Outside Director and Audit and Supervisory Committee Member of YOMEISHU SEIZO CO., LTD. Senior Partner of Marunouchi Audit Corporation Outside Director of KYB Corporation Outside Corporate Auditor of Lion Corporation</p> <p>Reasons for nomination as candidate for outside corporate auditor Ms. Akemi Sunaga has abundant experience, sophisticated expert knowledge, and profound insight into management as a certified public accountant and tax accountant. Accordingly, the Company nominates her to continue to be an outside corporate auditor, judging her to be qualified for the position of outside corporate auditor.</p>	973

- (Notes)
1. There is no special interest between Ms. Akemi Sunaga and the Company.
 2. Ms. Akemi Sunaga is a candidate for outside corporate auditor as specified in Article 2, Item 16 and Article 335, Paragraph 3 of the Companies Act.
 3. At the conclusion of this Annual General Meeting of Shareholders, Ms. Akemi Sunaga's tenure since assuming office as outside corporate auditor of the Company will have been four years.
 4. Pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Ms. Akemi Sunaga to limit the liability for damages under Article 423, Paragraph 1 of the said Act. The maximum amount of liability for damages under such agreement is the minimum liability amount provided for under Article 425, Paragraph 1 of the Companies Act. If the reappointment of Ms. Akemi Sunaga is approved, the Company plans to continue the aforementioned agreement with her.
 5. The Company has submitted a notification to the Tokyo Stock Exchange, Inc. concerning the appointment of Ms. Akemi Sunaga as an independent officer as provided for by the aforementioned exchange. If her reappointment is approved, the Company plans to submit a notification of its designation of her continued position as an independent officer.
 6. The Company has entered into a directors and officers liability insurance agreement with an insurance company, and the insurance agreement covers damages, litigation expenses, etc. that the insured may incur in the event of a claim for damages from shareholders, third parties, etc. Currently, Ms. Akemi Sunaga is insured under this agreement and if her election is approved, she shall be included as insured under this agreement. In addition, the Company plans to renew the agreement with the same terms and conditions at the next renewal.
 7. The number of the Company's shares owned by Ms. Akemi Sunaga also includes shares less than one unit (shares less than 100 shares) she holds through the Company's shareholding association.

Skill Matrix for Members of the Board of Directors Following This Annual General Meeting of Shareholders (Plan)

(Note) The following will be the skill matrix for members of the Board of Directors if each candidate listed in the Notice of the 78th Annual General Meeting of Shareholders is elected as proposed.

[Reasons for adopting the skill categories]

Senior management	Because management knowledge and experience are necessary for determining important matters related to management and supervising the execution of duties.
Global	Because global knowledge and experience are necessary for realizing “invest in growth projects and expand globally,” which is stated in the medium-term business plan.
Finance, accounts	Because knowledge and experience in finance and accounting are necessary for realizing the strengthening of a sustainable business foundation.
Sustainability, human capital	Because knowledge and experience related to sustainability and human capital are necessary for promoting management focused on sustainability.
Internal control, legal, compliance	Because specialized knowledge and experience are necessary for appropriately responding to various risks pertaining to business activities and for supervising sound business operations.
Sales, marketing	Because knowledge and experience in sales and marketing are necessary for strengthening the scale and quality of sales and profit.

As of June 25, 2025

		Diversity		Skills					
		Age	Gender	Senior mgmt.	Global	Finance, accounts	Sustainability, human capital	Internal control, legal, compliance	Sales, Marketing
President and CEO	Naoto Chiba	66	Male	•	•		•	•	•
Director and Managing Executive Officer	Kenichi Tai	58	Male	•	•		•		•
Director Outside Director Independent Officer	Takeshi Yamashita	79	Male		•		•	•	
Director Outside Director Independent Officer	Yuzo Ide	70	Male	•	•		•		•
Director Outside Director Independent Officer	Yoshino Tsujita	60	Female	•	•	•			
Standing Corporate Auditor	Naofumi Sakai	61	Male	•				•	•
Standing Corporate Auditor Outside Corporate Auditor Independent Officer	Hideki Shimozawa	62	Male			•		•	
Corporate Auditor	Kuniaki Abe	56	Male	•	•				•
Corporate Auditor Outside Corporate Auditor Independent Officer	Akemi Sunaga	63	Female	•		•		•	