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Securities Code 9066

June 6, 2025

(Electronic Provision Measures Commencement Date: June 3, 2025)

To Shareholders with Voting Rights:

Masahiro Tsutsui
President and Representative
Director
NISSIN CORPORATION
6-81 Onoe-cho, Naka-ku,
Yokohama-shi, Kanagawa, Japan

NOTICE OF THE 116TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

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

We hereby notify you that the 116th Annual General Meeting of Shareholders of Nissin Corporation (the “Company”) will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures for electronic provision, and matters to be provided electronically (Electronic Provision Measures Matters) are posted on the following Company’s website.

The Company’s website: <https://www.nissin-tw.com/ir/stock/meeting.html>

Electronic Provision Measures Matters are posted on the website of Tokyo Stock Exchange, Inc. (TSE), in addition to the above website. Please access the following TSE website (TSE Listed Company Search), and enter the issue name (NISSIN) or the securities code (9066) to search, and select “Basic information” and “Documents for public inspection/PR information” in this order to confirm the information.

Website of Tokyo Stock Exchange (TSE Listed Company Search):

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

If you are not attending the Meeting in person, you can exercise your voting rights via electromagnetic methods (the Internet, etc.) or in writing. In that case, please review the Reference Documents for the General Meeting of Shareholders described in the Electronic Provision Measures Matters and exercise your voting rights via the website (<https://evote.tr.mufg.jp/>) by 5:45 p.m. on Tuesday, June 24, 2025, Japan time or convey your vote for or against the proposals by mailing the enclosed Voting Rights Exercise Form so that it is received by 5:45 p.m. on Tuesday, June 24, 2025, Japan time.

The Annual General Meeting of Shareholders will be streamed live. For details on how to watch the live streaming, please refer to page 4 of the convocation notice. Please be advised that shareholders may not exercise voting rights, express opinions, ask questions, etc. via live streaming.

- 1. Date and Time:** 10:00 a.m. on Wednesday, June 25, 2025, Japan time
- 2. Place:** Yokohama Symposia, 9F Industry & Trade Center Building,
2 Yamashita-cho, Naka-ku, Yokohama-shi, Kanagawa, Japan
- 3. Meeting Agenda:**
- Matters to be reported:**
1. The Business Report, Consolidated Financial Statements for the Company's 116th Fiscal Year (April 1, 2024 - March 31, 2025) and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Committee
 2. Non-consolidated Financial Statements for the Company's 116th Fiscal Year (April 1, 2024 - March 31, 2025)
- Proposals to be resolved:**
- Proposal 1:** Election of Seven (7) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)
- Proposal 2:** Election of Three (3) Directors Who Are Audit & Supervisory Committee Members

4. Information on Exercise of Voting Rights:

In the event that your voting rights are exercised both via the Internet, etc. and by mailing of the Voting Rights Exercise Form, the vote exercised via the Internet, etc. will be regarded as valid.

Furthermore, in the event that your voting rights are exercised multiple times via the Internet, etc., the last vote made will be regarded as valid.

If there is no indication of a vote for or against a specific proposal on the Voting Rights Exercise Form mailed to the Company, it shall be deemed as an indication of approval to that proposal.

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- ◎ When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception.
 - ◎ Among the Electronic Provision Measures Matters, the following items are not provided in the physical document to be sent to the shareholders who have requested delivery of the document in accordance with the provisions of laws and regulations as well as the Company's Articles of Incorporation. The Audit & Supervisory Committee and the Accounting Auditor audited the documents subject to audits, including the following items.
 - 1) Notes to Consolidated Financial Statements
 - 2) Notes to Non-consolidated Financial Statements
 - ◎ Should revisions arise to the Electronic Provision Measures Matters, they will be posted on each website where such matters are posted.

Exercising Voting Rights via the Internet

To exercise voting rights via the Internet, please access the Voting Rights Exercise Website (<https://evote.tr.mufg.jp/>) designated by the Company from a PC or smartphone, and exercise your voting rights by following the instructions on the screen.

Method of login by the QR code

With a smartphone, you can log in to the website without entering your login ID and temporary password to exercise voting rights.

Log in to the website by scanning the QR Code for Login on the right side of the enclosed Voting Rights Exercise Form, and follow the instructions on the screen to enter your vote for or against each proposal.

* QR Code is a registered trademark of DENSO WAVE INCORPORATED.

Method of login by login ID and temporary password

1. Access the Voting Rights Exercise Website
<https://evote.tr.mufg.jp/>
2. Log in to the website
Enter the login ID and temporary password described on the right side of the enclosed Voting Rights Exercise Form.
Enter the ID and password and click “ログイン (Login).”

Follow the instructions on the screen to enter your vote for or against each proposal.

[Notes]

- The costs incurred when accessing the Voting Rights Exercise Website (such as Internet access fees) will be the responsibility of the shareholders.
- It may not be possible to exercise the voting rights from a PC or smartphone depending on the Internet environment of the shareholders.

Votes via the Internet will be accepted until 5:45 p.m. on Tuesday, June 24, 2025, Japan time. However, you are cordially requested to exercise your voting rights earlier. If you have any questions, contact the Help Desk below.

<p>For inquiries about the system or other matters, contact: Securities Agency Division (Help Desk), Mitsubishi UFJ Trust and Banking Corporation Phone: 0120-173-027 (Toll Free within Japan) (available from 9 a.m. to 9 p.m.)</p>

To institutional shareholders,
Institutional shareholders may use the Electronic Voting System Platform operated by ICJ, Inc.

Live streaming of the General Meeting of Shareholders

Instead of attending the General Meeting of Shareholders in person, you will be able to watch the meeting on the date via live streaming on the Internet as described below.

1. Date of live streaming
Wednesday, June 25, 2025
From 10 a.m. to the end of the General Meeting of Shareholders
*The live streaming website will be accessible from around 9:30 a.m.
2. Access the dedicated website for shareholders
 - (1) Please access the Engagement Portal (hereinafter the “Site”), an online website for the General Meeting of Shareholders indicated on the reverse side of your Voting Rights Exercise Form.
 - (2) Scanning the QR Code via smartphone, etc. will allow you to log in to the Site without entering your login ID and password.
 - (3) If you don’t use a smartphone, etc., you may also log in by accessing <https://engagement-portal.tr.mufg.jp/> and then enter your login ID and password as indicated on the reverse side of the Voting Rights Exercise Form.
*Please note that the above procedure is not available with the Internet Explorer browser.
3. How to watch the live streaming
After logging in to the Site on the date of the Meeting, click the “**当日ライブ視聴** (Live Stream on the Day)” button. Then, read the Terms of Service, check “**利用規約に同意する** (I Agree to the Terms of Service)” and click the “**視聴する** (View)” button to watch the live streaming.
4. Notes
 - 1) Watching the live stream via the Internet is not recognized as attendance at a general meeting of shareholders under the Companies Act. Accordingly, shareholders viewing the live stream are not allowed to ask questions, exercise voting rights, or move a motion, all of which shareholders who are physically present are authorized to do at a general meeting of shareholders.
 - 2) Shareholders are requested to adhere to the deadline for exercise of voting rights, exercise their voting rights via the Internet or by posting the Voting Rights Exercise Form, or ensuring their attendance on the day of the Meeting by proxy (limited to any of the Company’s shareholders who have voting rights thereof) on whom the power of representation is conferred through a letter of proxy, etc.
 - 3) Participation in the Meeting via the Internet shall be limited to shareholders of the Company, and they are cordially requested not to participate in the Meeting by proxy, etc.
 - 4) Photographing, video recording, sound recording, and storing the live streaming are strictly prohibited.
 - 5) In consideration of the privacy of attending shareholders, the live streaming will show only the seating area for the chairperson and officers. However, please be advised, in advance, that there might be cases where some attending shareholders could be photographed, out of necessity.
 - 6) The live streaming might not be available due to unavoidable circumstances. Should any such problem occur, notice of such will be announced on the Site.
 - 7) You may not be able to watch the live streaming images or hear the sounds appropriately due to a technical malfunction or other issues depending on the terminal used (e.g., model, performance) and/or the Internet connection environment (e.g., line status, connection speed).
 - 8) The costs incurred when watching the live stream including communication charges will be the responsibility of the shareholders.

For inquiries about the Site, contact:
Securities Agency Division, Mitsubishi UFJ Trust and Banking Corporation
Phone: 0120-676-808 (Toll Free within Japan) (available 9 a.m. to 5 p.m., excluding Saturdays,
Sundays and national holidays; however, from 9 a.m. to the end of the General Meeting of
Shareholders on the day of the Meeting)

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Seven (7) Directors (Excluding Directors Who Are Audit & Supervisory Committee Members)

The terms of office of all Directors (7 persons) (Excluding Directors who are Audit & Supervisory Committee Members; hereinafter, the same applies in this proposal) will expire at the closing of this General Meeting of Shareholders.

Accordingly, the election of seven (7) Directors is proposed.

Furthermore, the Audit & Supervisory Committee has expressed its view that the candidates for Director presented in this proposal are suitable, as a result of discussions from perspectives such as the qualifications of each candidate and the composition of the Board of Directors, based on discussions at the Nominating and Compensation Committee, in which a majority of the members are Outside Directors and which is chaired by an Outside Director.

The candidates for Director are as follows:

Candidate No.	Name (Date of birth)	Number of shares of the Company held	Past experience, positions, responsibilities, and significant concurrent positions	
1	 Masahiro Tsutsui (Feb. 25, 1953) [Reappointment] [Male]	62,701	Apr. 1975 Jul. 1986 Jun. 1993 Apr. 2001 Jun. 2005 Jun. 2007 Jun. 2008 Jun. 2019 Jun. 2020	Joined Mitsui O.S.K. Lines, Ltd. Joined the Company Director Managing Director Senior Managing Director Representative Director and Vice President President, Chief Operating Officer and Representative Director President and Representative Director, Yokohama Air Cargo Terminal Co., Ltd. President and Representative Director, President and Executive Officer, the Company (to present)
[Reason for nomination as candidate for Director] Mr. Masahiro Tsutsui promotes the globalization of the Group as President and Representative Director. He is nominated as a candidate for Director to draw on his experience and achievements as Chief Operating Officer gained through his career for the sustainable improvement of the Group's corporate value.				
2	 Shigeki Mine (May 4, 1961) [Reappointment] [Male]	7,080	Apr. 1985 Apr. 2012 Apr. 2014 Apr. 2015 Apr. 2021 Jun. 2023 Apr. 2024 Apr. 2025	Joined the Company General Manager, Kobe Branch General Manager, Osaka Branch Operating Officer Managing Executive Officer Director and Managing Executive Officer General Manager, Operational Headquarters Director and Vice President and Executive Officer, Assistant to the President, General Manager, Work-site Operational Headquarters (to present)
[Reason for nomination as candidate for Director] Mr. Shigeki Mine is striving to strengthen business foundations as General Manager of Work-site Operational Headquarters, with abundant experience and knowledge in frontline operation divisions centered on marine and port operation and warehousing. He is nominated as a candidate for Director to draw on his previous experience and insight for the further strengthening of business foundations.				

Candidate No.	Name (Date of birth)	Number of shares of the Company held	Past experience, positions, responsibilities, and significant concurrent positions	
3	 Satoshi Kuwahara (Jun. 10, 1961) [Reappointment] [Male]	15,440	Apr. 1986	Joined the Company
			Apr. 2013	General Manager, Corporate Planning Department
			Apr. 2015	General Manager, Human Resources Department
			Apr. 2016	Operating Officer
			Apr. 2020	Managing Executive Officer
			Apr. 2022	General Manager, Administration Headquarters (to present)
			Jun. 2022	Director and Managing Executive Officer
			Apr. 2025	Director and Senior Managing Executive Officer (to present)
[Reason for nomination as candidate for Director] Mr. Satoshi Kuwahara is striving to respond to strengthening management foundations as General Manager of Administration Headquarters, with abundant experience and knowledge centered on the corporate planning and administration divisions. He is nominated as a candidate for Director to draw on his previous experience and insight for the further strengthening of management foundations.				
4	 Tetsuo Sakurai (Nov. 8, 1961) [Reappointment] [Male]	6,980	Apr. 1985	Joined the Company
			Apr. 2014	General Manager, General Sales Department No. 1
			Apr. 2017	Operating Officer
			Apr. 2020	Managing Executive Officer
			Jun. 2022	Director and Managing Executive Officer
			Apr. 2025	Director and Senior Managing Executive Officer, General Manager, Sales Headquarters (to present)
[Reason for nomination as candidate for Director] Mr. Tetsuo Sakurai is striving to expand business, with achievements gained through his working abroad as well as abundant experience and knowledge in international logistics operations of the Company centered on the air freight and marine operation divisions. He is nominated as a candidate for Director to draw on his previous experience and insight for further business expansion.				
5	 Masataka Tsutsui (Oct. 10, 1967) [Reappointment] [Male]	48,895	Apr. 1990	Joined the Company
			Apr. 2011	General Manager, Personnel Department
			Apr. 2013	Operating Officer
			Jun. 2014	Director and Executive Officer
			Apr. 2016	Director and Managing Executive Officer
			Apr. 2020	Director and Senior Managing Executive Officer (to present)
			Jun. 2024	President at Keihin Real Estate Co., Ltd. (to present)
			Apr. 2025	Head of Corporate Real Estate (to present)
[Reason for nomination as candidate for Director] Mr. Masataka Tsutsui is striving to strengthen business foundations, with abundant experience and knowledge centered on the customs and personnel divisions. He is nominated as a candidate for Director to draw on his previous experience and insight for the further strengthening of business foundations.				

Candidate No.	Name (Date of birth)	Number of shares of the Company held	Past experience, positions, responsibilities, and significant concurrent positions	
6	 Kiyoshi Nakashima (Aug. 24, 1961) [New appointment] [Male]	7,280	Apr. 1985 Apr. 2013 Apr. 2015 Apr. 2020 Apr. 2021	Joined the Company General Manager, Osaka Sales Department No. 1 Operating Officer Managing Executive Officer (to present) General Manager, Kansai Division (to present)
[Reason for nomination as candidate for Director] Mr. Kiyoshi Nakashima is striving to expand business, with abundant experience and insight gained through a long career as the head of sales department in the Kansai area. He is nominated as a candidate for Director to draw on his previous experience and insight to further expand business.				
7	 Susumu Fujimoto (Dec. 5, 1948) [Reappointment] [Male] [Outside] [Independent]	6,900	Apr. 1972 Jun. 1992 Jun. 1998 Jun. 2007 Apr. 2008 Apr. 2014 Apr. 2014 Apr. 2016 Oct. 2018 Jun. 2019 Apr. 2024	Joined Ministry of Finance Director, Asian Development Bank Director-General, Yokohama Customs Director, MS&AD Insurance Group Holdings Director, Managing Executive Officer, Mitsui Sumitomo Insurance Company, Limited Director, Executive Vice President, MS&AD Insurance Group Holdings Vice President, Executive Officer, Mitsui Sumitomo Insurance Company Limited Director, Chairman, InterRisk Research Institute & Consulting, Inc. Advisor, the Company Outside Director, the Company (to present) Advisor, Tokai Tokyo Intelligence Laboratory Co., Ltd.
[Reason for nomination as candidate for Outside Director and a summary of expected roles] Mr. Susumu Fujimoto possesses abundant experience and knowledge gained through his long career as a government official and as a corporate manager. Therefore, the Company has nominated him as a candidate for Outside Director. We expect him to provide opinions and advice from an independent standpoint by sharing his experience and insight.				

Notes:

1. There are no special interests between each candidate for Director and the Company.
2. Mr. Susumu Fujimoto is a candidate for Outside Director. The Company has registered Mr. Susumu Fujimoto as independent director to the Tokyo Stock Exchange, Inc. (TSE), and if his reappointment is approved, he will continue to serve as independent director.
3. Mr. Susumu Fujimoto, currently an Outside Director of the Company, will have served for 6 years at the conclusion of this General Meeting of Shareholders.
4. Mr. Susumu Fujimoto served as a Director of MS&AD Insurance Group Holdings until June 2016. Although the Company has transactions concerning marine insurance, etc. with MS&AD Insurance Group Holdings and its subsidiaries, the transaction amount accounts for less than 0.2% of the Company's annual consolidated net sales.
5. Mr. Susumu Fujimoto served as an Advisor to the Company until June 2019, but he has never been involved in business execution of the Company and its subsidiaries, and the purpose is to receive advice in the management based on his experience and insight.
6. Mr. Susumu Fujimoto served as an Advisor to Tokai Tokyo Intelligence Laboratory Co., Ltd. until March 2025.
7. Mr. Susumu Fujimoto and the Company, in accordance with the Articles of Incorporation of the Company, have concluded an agreement to limit his liability, and the maximum amount of liability set forth by the agreement is the amount stipulated by laws and regulations. The Company intends to continue the said agreement if his reappointment is approved at this General Meeting of Shareholders.
8. The Company has entered into a directors and officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. If the appointment of each candidate for Director is approved, the candidate will be included as the insured of the insurance contract. The said insurance contract is planned to be renewed in February 2026 with nearly identical content.

Proposal 2: Election of Three (3) Directors Who Are Audit & Supervisory Committee Members

The terms of office of all Directors who are Audit & Supervisory Committee Members (3 persons) will expire at the closing of this General Meeting of Shareholders. Accordingly, the election of three (3) Directors who are Audit & Supervisory Committee Members is proposed.

Furthermore, the Audit & Supervisory Committee's consent has been obtained for this proposal. The candidates for Directors who are Audit & Supervisory Committee Members are as follows.

Candidate No.	Name (Date of birth)	Number of shares of the Company held	Past experience, positions, responsibilities, and significant concurrent positions
1	 Shinya Yamada (Dec. 12, 1959) [Reappointment] [Male] [Outside] [Independent]	1,100	Apr. 1982 Joined The Bank of Yokohama, Ltd. Apr. 2007 General Manager, Direct Sales Department Apr. 2008 General Manager, Individual Customers Department Apr. 2009 Executive Officer Apr. 2014 Managing Executive Officer Apr. 2015 Supervisory Manager, Kanagawa Prefecture SME Business Rehabilitation Support Co-operative Jun. 2019 Full-time Audit & Supervisory Board Member, The Bank of Yokohama, Ltd. Jun. 2023 Outside Director who is an Audit & Supervisory Committee Member (Full-time), the Company (to present) May 2024 Corporate Auditor, Nissin Travel Service Co., Ltd. (to present)
[Reason for nomination as candidate for Outside Director and a summary of expected roles] Mr. Shinya Yamada possesses abundant experience and knowledge in finance, risk management, and administration centered on the banking industry. Therefore, the Company has nominated him as a candidate for Outside Director who is an Audit & Supervisory Committee Member. We expect him to provide opinions and advice from an independent standpoint by sharing his experience and insight.			

Candidate No.	Name (Date of birth)	Number of shares of the Company held	Past experience, positions, responsibilities, and significant concurrent positions	
2	 Junko Kogayu (Oct. 10, 1967) [Reappointment] [Female] [Outside] [Independent]	—	Apr. 1991 Mar. 1994 Sep. 2006 Aug. 2012 Oct. 2012 Jan. 2020 Mar. 2020 Apr. 2020 Dec. 2020 Jun. 2021 Nov. 2021 Mar. 2022 Jun. 2022 Jun. 2024 Jun. 2024 Jun. 2024 Jul. 2024	Joined Chuo Shinko Audit Corporation Registered as certified public accountant Joined PricewaterhouseCoopers Aarata (currently PricewaterhouseCoopers Japan LLC) Group leader, Research and Consultation, Self-regulation, Professional Standards and Practices, The Japanese Institute of Certified Public Accountants Professor, Accounting School, Graduate School of Economics and Management, Tohoku University (to present) Established Junko Kogayu Certified Public Accountant Office (to present) Registered as tax accountant Joined Ayako Takeuchi Tax Accountant Office (to present) Outside Director who is an Audit & Supervisory Committee Member, NIHON CHORIKI CO., LTD. (to present) Outside Director who is an Audit & Supervisory Committee Member, the Company (to present) Supervisory Director, Daiwa House REIT Investment Corporation (to present) Outside Director and Audit & Supervisory Committee Member, CERES INC. Outside Audit & Supervisory Board Member, Private Finance Initiative Promotion Corporation of Japan (to present) External Director and Audit & Supervisory Committee Member, The Shoko Chukin Bank, Ltd. (to present) Outside Audit & Supervisory Board Member of TBS HOLDINGS, INC. (to present) Corporate Auditor of TOKYO BROADCASTING SYSTEM TELEVISION, INC. (to present) Audit and Inspection Commissioner, Tokyo Metropolitan Government (to present)
[Reason for nomination as candidate for Outside Director and a summary of expected roles] Although Ms. Junko Kogayu has never been involved in corporate management other than as an outside director, she has a thorough knowledge of corporate accounting and tax matters as a certified public accountant and a tax accountant. In addition, she possesses abundant experience and knowledge in finance and accounting. Therefore, the Company has nominated her as a candidate for Outside Director who is an Audit & Supervisory Committee Member. We expect her to provide opinions and advice from an independent standpoint by sharing her experience and insight.				
3	 Kazuhiro Suzuki (Aug. 15, 1957) [Reappointment] [Male] [Outside] [Independent]	—	Apr. 1980 Apr. 2008 Apr. 2010 May 2011 Apr. 2014 Jun. 2018 Jun. 2023	Joined Yokohama City Hall General Manager, Financial department, Administrative Management Coordination Bureau, Yokohama City Deputy Director, General Affairs Bureau Mayor, Hodogaya Ward Director, Finance Bureau President and Representative Director, Yokohama Bayside Marina Co., Ltd. Outside Director who is an Audit & Supervisory Committee Member, the Company (to present)
[Reason for nomination as candidate for Outside Director and a summary of expected roles] Mr. Kazuhiro Suzuki has engaged in services related to administrative finance over many years and possesses abundant experience and knowledge in finance and management. Therefore, the Company has nominated him as a candidate for Outside Director who is an Audit & Supervisory Committee Member. We expect him to provide opinions and advice from an independent standpoint by sharing his experience and insight.				

Notes:

1. There are no special interests between each candidate for Directors who are Audit and Supervisory Committee Members and the Company.
2. Mr. Shinya Yamada, Ms. Junko Kogayu and Mr. Kazuhiro Suzuki are candidates for Outside Director. The Company has registered Mr. Shinya Yamada, Ms. Junko Kogayu and Mr. Kazuhiro Suzuki as independent directors to the Tokyo Stock Exchange, Inc. (TSE), and if their reappointment is approved, they will continue to serve as independent directors.
3. Ms. Junko Kogayu, currently an Outside Director who is an Audit & Supervisory Committee Member of the Company, will have served for 4 years at the conclusion of this General Meeting of Shareholders.
4. Mr. Shinya Yamada and Mr. Kazuhiro Suzuki, currently Outside Directors who are Audit & Supervisory Committee Members of the Company, will have served for 2 years at the conclusion of this General Meeting of Shareholders.
5. Mr. Shinya Yamada served as an operator of The Bank of Yokohama, Ltd., a specified related service provider of the Company, until March 2015.
6. In accordance with the Articles of Incorporation of the Company, the Company has concluded an agreement with Mr. Shinya Yamada, Ms. Junko Kogayu and Mr. Kazuhiro Suzuki to limit their liability, and the maximum amount of liability set forth by the agreement is the amount stipulated by laws and regulations. The Company intends to continue the said agreement if their reappointment is approved at this General Meeting of Shareholders.
7. The Company has entered into a directors and officers liability insurance contract stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company. If the appointment of each candidate for Director who is an Audit & Supervisory Committee Member is approved, the candidate will be included as the insured of the insurance contract. The said insurance contract is planned to be renewed in February 2026 with nearly identical content.

(Reference) Skill Matrix

Considering diversity, the Company's Board of Directors, regardless of age, gender, or nationality, consists of internal Directors whose knowledge, experience, and capability are well-balanced as a whole and Outside Directors who meet the independence criteria set by the Company.

The table below shows the main areas of experience and expertise of the Company's Director candidates and their expected roles.

Name	Current position	Attribute	Expertise, knowledge and experience											
			Corporate management	Sales planning	Financial accounting and finance	Frontline operations	Global operations	Administration and research institute	Personnel affairs, labor and human resource development	Legal affairs and compliance	DX/IT	ESG		
Masahiro Tsutsui	President and Representative Director, President and Executive Officer	—	•	•			•			•	•			•
Shigeki Mine	Director and Vice President and Executive Officer	—	•	•		•			•					•
Satoshi Kuwahara	Director and Senior Managing Executive Officer	—	•		•			•		•	•	•		•
Tetsuo Sakurai	Director and Senior Managing Executive Officer	—	•	•		•	•							
Masataka Tsutsui	Director and Senior Managing Executive Officer	—	•			•			•	•				
Kiyoshi Nakashima	Managing Executive Officer	—	•	•		•								
Susumu Fujimoto	Director	[Outside] [Independent]	•					•	•					
Shinya Yamada	Director (Audit & Supervisory Committee Member)	[Outside] [Independent]	•		•						•	•		
Junko Kogayu	Director (Audit & Supervisory Committee Member)	[Outside] [Independent]			•			•	•		•			•
Kazuhiro Suzuki	Director (Audit & Supervisory Committee Member)	[Outside] [Independent]	•		•				•		•			

*The above list does not necessarily reflect all the knowledge and experience of the respective Director candidates.

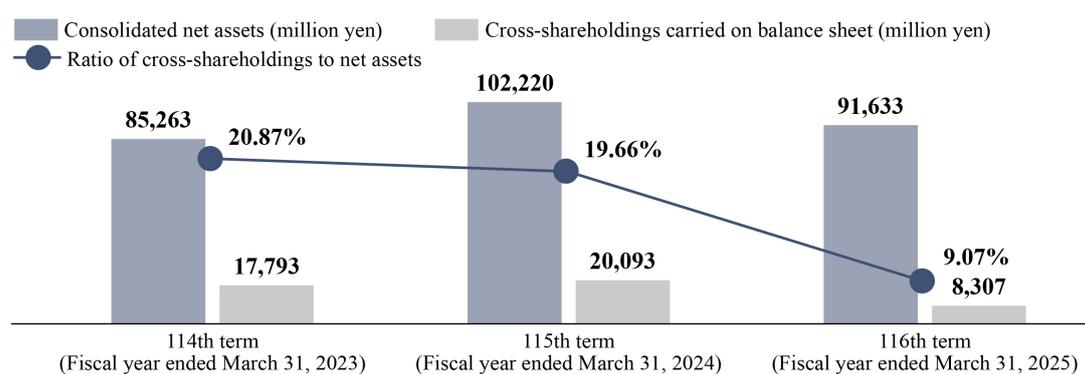
Reference) Matters Concerning Cross-Shareholdings

1. Policy for Cross-Shareholdings

The Company holds shares as cross-shareholdings after thorough consideration and from the perspective of maintaining and strengthening relationships with business partners in the Group's business, and expanding transactions with them, among factors. It is our policy to withhold new acquisition of cross-shareholdings, unless there is reasonable significance.

The Company periodically assesses whether or not to hold each individual cross-shareholdings, by examining the holding purpose and benefits, and in light of capital efficiency, etc. As a result, the Company plans to further cut down cross-shareholdings by approximately 1.6 billion yen by the fiscal year ending March 2027, in addition to approximately 10.4 billion yen that the Company has already reduced during the fiscal year ended March 2025. The proceeds from the sales will be used for growth investment.

2. Status of Cross-Shareholdings and ratio of cross-shareholdings to net assets



(Trends in the cross-shareholdings sold)

Category	114th Term (Fiscal year ended March 31, 2023)	115th term (Fiscal year ended March 31, 2024)	116th Term (Fiscal year ended March 31, 2025)
Number of stocks sold	7	15	13
Amount sold (million yen)	1,172	7,965	10,485

Notes:

1. We define “investment shares held for purposes other than pure investment” in our annual securities report as “cross-shareholdings,” and provide the holding status.
2. Cross-shareholdings carried on balance sheets, number of stocks sold, and amount sold include deemed shareholdings.
3. An increase in carrying value on balance sheets is mainly due to the valuation based on fair value.