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Securities Code: 2908

June 4, 2026

To our shareholders:

Masakazu Fukui,
Representative Director, President and
CEO
FUJICCO CO., LTD.
6-13-4 Minatojima-Nakamachi, Chuo-
Ku, Kobe

Notice of the 66th Annual General Meeting of Shareholders

You are hereby notified that the 66th Annual General Meeting of Shareholders of FUJICCO CO., LTD. (the “Company”) will be held as described below.

When convening the Meeting, the Company takes measures for providing information that constitutes the content of 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 Company’s website. Please access the Company’s website by using the Internet address shown below to review the information.

The Company’s website:

<https://www.fujicco.co.jp/corp/ir/library/generalmeeting.html> (in Japanese)

Matters for which measures for providing information in electronic format are to be taken are posted on the Company’s website above and also the following website. Please access these to review the information.

Website for informational materials for the general meeting of shareholders:

<https://d.sokai.jp/2908/teiji/> (in Japanese)

If you are unable to attend the meeting, you may exercise your voting rights via the Internet, etc. or in writing, so please review the Reference Documents for General Meeting of Shareholders included in this notice and exercise your voting rights no later than 06:00 p.m. on Wednesday, June 24, 2026 (JST).

1. Date and Time: Thursday, June 25, 2026, at 10:00 a.m. (JST) (reception opens at 9:00 a.m.)

2. Venue: FF Hall, 2F, the Company
6-13-4 Minatojima-Nakamachi, Chuo-Ku, Kobe

3. Purpose of the Meeting

Matters to be reported:

1. The business report, the consolidated financial statements and the results of the audit of the consolidated financial statements by Financial Auditor and the Audit and Supervisory Committee for the 66th fiscal year (from April 1, 2025 to March 31, 2026)
2. The non-consolidated financial statements for the 66th fiscal year (from April 1, 2025 to March 31, 2026)

Matter to be resolved:

- Proposal No. 1** Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)
- Proposal No. 2** Election of Three Directors Who Are Audit and Supervisory Committee Members
- Proposal No. 3** Election of One Substitute Director Who Is An Audit and Supervisory Committee Member
- Proposal No. 4** Resolution on Determination of Compensation for the Allotment of Restricted Stock for Directors (Excluding Directors Who Are Audit and Supervisory Committee Members and Outside Directors)
- Proposal No. 5** Continuation of and Partial Amendment to the Countermeasures Against Takeovers (Pre-Warning Type Rights Plan)

Reference Documents for General Meeting of Shareholders

Proposal and Reference Information

Proposal No. 1 Election of Six Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

At the conclusion of this meeting, the term of office for all six Directors (excluding Directors who are Audit and Supervisory Committee Members) will expire. Accordingly, the Company proposes the election of six Directors (excluding Directors who are Audit and Supervisory Committee Members).

The candidates for Director (excluding Directors who are Audit and Supervisory Committee Members) are as follows:

Candidate no.	Name	Attributes	Position	Attendance at Board of Directors meetings:
1	Masakazu Fukui 63 years old	Reelection	Representative Director, President and CEO	100% (14/14)
2	Yoshitaka Ishida 65 years old	Reelection	Director and Senior Managing Executive Officer	100% (14/14)
3	Kazuyuki Arata 62 years old	Reelection	Director and Managing Executive Officer	100% (14/14)
4	Hiroshi Terajima 61 years old	Reelection	Director and Managing Executive Officer	100% (14/14)
5	Akira Oze 79 years old	Reelection Outside Independent	Outside Director	100% (14/14)
6	Junko Ikeda 75 years old	Reelection Outside Independent	Outside Director	100% (14/14)

Reelection Candidate for Director to be reelected

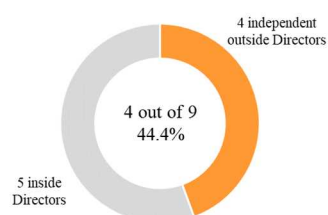
Outside Candidate for outside Director

Independent Independent officer

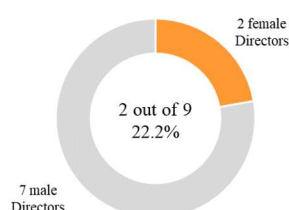
(Reference) Composition of the Board of Directors

If Proposal No. 1 and Proposal No. 2 are approved as proposed, the composition of the Board of Directors will be as follows.

Ratio of independent outside Directors



Ratio of female Directors



Candidate no.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's common shares owned
1	<p>Masakazu Fukui (September 11, 1962) 63 years old</p> <p><u>Reelection</u></p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Number of years in office as a Director: 30 years</p>	<p>Apr. 1995 Joined the Company</p> <p>June 1996 Director</p> <p>June 2000 Managing Director</p> <p>June 2002 Senior Managing Director</p> <p>June 2004 Representative Director and President (CEO)</p> <p>June 2021 Representative Director, President and CEO (current position)</p> <p>Apr. 2025 In charge of the Company's general management and management planning (current position)</p>	7,216,036
<p>Reasons for nomination as candidate for Director</p> <p>Masakazu Fukui has served as Representative Director and President (CEO) of the Company since June 2004, and has demonstrated strong leadership aimed at improving corporate value. The Company therefore judges that he is an appropriate person for promoting global business management of the Group aimed at improving sustainable corporate value, and accordingly proposes his reelection as a Director.</p>			
2	<p>Yoshitaka Ishida (December 4, 1960) 65 years old</p> <p><u>Reelection</u></p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Number of years in office as a Director: 19 years</p>	<p>Apr. 1983 Joined the Company</p> <p>June 2007 Director</p> <p>June 2017 Managing Director</p> <p>Apr. 2021 Director and Senior Managing Executive Officer (current position)</p> <p>Apr. 2026 In charge of the Company's sales, mail-order and overseas (current position)</p>	7,100
<p>Reasons for nomination as candidate for Director</p> <p>Yoshitaka Ishida has served in important roles in the sales division and in the development division and the corporate planning division. The Company therefore judges that he is capable of demonstrating his extensive experience in corporate management and abilities in the Group's management, and accordingly proposes his reelection as a Director.</p>			

Candidate no.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's common shares owned
3	<p>Kazuyuki Arata (March 2, 1964) 62 years old</p> <p><u>Reelection</u></p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Number of years in office as a Director: 8 years</p>	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2015 Executive Officer</p> <p>Apr. 2017 Senior Executive Officer</p> <p>June 2018 Director</p> <p>Apr. 2021 Director and Senior Executive Officer</p> <p>Apr. 2025 Director and Managing Executive Officer (current position)</p> <p>Apr. 2026 In charge of development, production and delicatessen (current position)</p>	7,500
<p>Reasons for nomination as candidate for Director</p> <p>Kazuyuki Arata has served in important roles in the sales division, the marketing division and the production division. The Company therefore judges that he is capable of demonstrating his extensive experience and in-depth insights related to the food industry in the Group's management, and accordingly proposes his reelection as a Director.</p>			

Candidate no.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's common shares owned
4	<p>Hiromi Terajima (November 24, 1964) 61 years old</p> <p>Reelection</p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Number of years in office as a Director: 5 years</p>	Apr. 1987	Joined the Company	3,500
		Apr. 2016	Executive Officer	
		Apr. 2021	Senior Executive Officer	
		June 2021	Director and Senior Executive Officer	
		Apr. 2025	Director and Managing Executive Officer (current position)	
		Apr. 2026	In charge of the Company's human resources, digital and quality assurance (current position)	
<p>Reasons for nomination as candidate for Director</p> <p>Hiromi Terajima has served in important roles in the mail-order business division, marketing division and human resources and general affairs division. The Company therefore judges that she is capable of demonstrating her extensive business experience and excellent leadership in the Group's management, and accordingly proposes her reelection as a Director.</p>				
5	<p>Akira Oze (March 17, 1947) 79 years old</p> <p>Reelection Outside Independent</p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Number of years in office as a Director: 6 years</p>	Apr. 2002	Representative Director & President of House Foods Corporation (currently House Foods Group Inc.)	2,000
		Apr. 2009	Representative Director & Chairman	
		June 2014	Director & Senior Advisor	
		June 2015	Chairman	
		June 2016	Chairman of Japan Food Industry Association	
		June 2020	Outside Director of the Company (current position)	
		Apr. 2023	Senior Advisor of House Foods Group Inc.	
		May 2025	Special Advisor of House Foods Group Inc. (current position)	
<p>Reasons for nomination as candidate for outside Director and outline of expected roles</p> <p>Akira Oze has extensive experience and in-depth insights related to the food industry as a corporate manager, and he provides advice concerning the operation of business divisions, etc. from a broad perspective. The Company expects that he will continue to provide beneficial advice that leads to the improvement of the Group's corporate value, and accordingly proposes his reelection as an outside Director.</p>				

Candidate no.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's common shares owned
6	<p>Junko Ikeda (April 9, 1951) 75 years old</p> <p><u>Reelection</u> <u>Outside</u> <u>Independent</u></p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Number of years in office as a Director: 5 years</p>	<p>Nov. 2002 Managing Director of PRAP Japan, Inc.</p> <p>Sept. 2008 Representative Director and President of BRAINS COMPANY, Inc.</p> <p>Nov. 2015 Advisor of PRAP Japan, Inc.</p> <p>June 2021 Outside Director of the Company (current position)</p>	0
<p>Reasons for nomination as candidate for outside Director and outline of expected roles</p> <p>Junko Ikeda has extensive experience and broad-ranging insight both as a corporate manager and from her activities in the public relations (PR) and public affairs industry. The Company expects that she will continue to provide objective advice concerning the Group's public affairs strategy, marketing strategy, etc. from a viewpoint that combines expertise and the viewpoint of consumers, and accordingly proposes her reelection as an outside Director.</p>			

- (Notes)
1. There is no special interest between each candidate for Directors and the Company.
 2. Of the candidates for Directors, Akira Oze and Junko Ikeda are candidates for outside Directors as defined in Article 2, paragraph (3), item (vii) of the Ordinance for Enforcement of the Companies Act, and are candidates for independent officers as provided for by Tokyo Stock Exchange, Inc.
 3. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with Akira Oze and Junko Ikeda to limit the amount of their liability for damages under Article 423, paragraph (1) of the same Act, to the minimum liability amount provided for by Article 425, paragraph (1) of the same Act. If their reelection is approved, the Company plans to continue the aforementioned agreement with them.
 4. The Company has entered into a directors and officers liability insurance policy with an insurance company, with all Directors as the insured. This insurance policy covers the insured's losses and such costs as related litigation expenses incurred from claims for damages arising from acts (including nonfeasance) carried out by the insured as an officer or a person at a certain position of the Company, and the full amount of the premiums are fully borne by the Company. If the election of the candidates is approved, those who have been elected will be included as the insured under this insurance policy. The Company plans to renew the insurance policy with the same details during their terms of office.
 5. The number of the Company's shares owned by Masakazu Fukui is stated as the effective number of shares including the number of shares owned by Minimal CO., LTD. and FSK CO., LTD., which are his asset management companies.

Proposal No. 2 Election of Three Directors Who Are Audit and Supervisory Committee Members

At the conclusion of this meeting, the term of office for all three Directors who are Audit and Supervisory Committee Members will expire. Accordingly, the Company proposes the election of three Directors who are Audit and Supervisory Committee Members.

The Audit and Supervisory Committee has already given its consent to this proposal.

The candidates for Director who is an Audit and Supervisory Committee Member are as follows:

Candidate no.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's common shares owned
1	<p>Mitsuhiko Kuratani (November 2, 1964) 61 years old</p> <p><u>Reelection</u></p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Attendance at Audit and Supervisory Committee meetings: 100% (12/12)</p> <p>Number of years in office as a Director: 2 years</p>	<p>Apr. 1985 Joined the Company</p> <p>Apr. 2016 General Manager of Accounting Department</p> <p>June 2024 Director who is an Audit and Supervisory Committee Member (current position)</p>	2,300
<p>Reasons for nomination as candidate for Director</p> <p>Judging that Mitsuhiko Kuratani has extensive experience in the accounting division since joining the Company, and the necessary capabilities to carry out appropriate supervision of the Group's management, the Company accordingly proposes his reelection as a Director who is an Audit and Supervisory Committee Member.</p>			

Candidate no.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's common shares owned
2	<p>Yoshihiro Uetani (December 18, 1954) 71 years old</p> <p><input type="checkbox"/> Reelection <input type="checkbox"/> Outside <input type="checkbox"/> Independent</p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Attendance at Audit and Supervisory Committee meetings: 100% (12/12)</p> <p>Number of years in office as a Director: 4 years and 3 months</p>	<p>Apr. 1983 Registered as an attorney at law, joined Oshiro Law Office (currently Higashimachi LPC)</p> <p>Apr. 2000 Vice President of Hyogo Bar Association</p> <p>June 2010 Managing Partner of Higashimachi LPC (current position)</p> <p>Sept. 2019 Director of Medical Corporation Kan-etsu Chu-oh Hospital (current position)</p> <p>Apr. 2022 Provisional Director (Audit and Supervisory Committee Member) of the Company</p> <p>Apr. 2022 Director of Social Medical Corporation Aishinkan (current position)</p> <p>June 2022 Outside Director who is an Audit and Supervisory Committee Member of the Company (current position)</p> <p>May 2023 Director of Shinyukai Medical Co., Ltd. (current position)</p> <p>Apr. 2026 Director of Medical Corporation Kyujinkai (current position)</p>	0
<p>Reasons for nomination as candidate for outside Director and outline of expected roles</p> <p>Yoshihiro Uetani has extensive expertise and experience as an attorney at law and has been providing insightful opinions in situations involving critical management decisions. The Company expects him to continue providing professional advice from an independent standpoint based on his extensive insights and experience, and proposes his reelection as an outside Director who is an Audit and Supervisory Committee Member. With his insights and experience, the Company judges that he can appropriately fulfill the duties as an outside Director.</p>			
3	<p>Satoshi Nakayama (September 2, 1962) 63 years old</p> <p><input type="checkbox"/> Reelection <input type="checkbox"/> Outside <input type="checkbox"/> Independent</p> <p>Attendance at Board of Directors meetings: 100% (14/14)</p> <p>Attendance at Audit and Supervisory Committee meetings: 100% (12/12)</p> <p>Number of years in office as a Director: 2 years</p>	<p>Aug. 1991 Registered as a certified public accountant</p> <p>June 2007 Partner of Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>July 2020 Founding Partner of Satoshi Nakayama Certified Public Accountant' Office (current position)</p> <p>Founding Managing Partner of Kyorisshi Audit Corporation (current position)</p> <p>Mar. 2023 Outside Corporate Auditor of Daitron Co., Ltd.</p> <p>June 2024 Outside Director who is an Audit and Supervisory Committee Member of the Company (current position)</p> <p>Mar. 2025 Outside Director who is an Audit and Supervisory Committee Member of Daitron Co., Ltd. (current position)</p>	0
<p>Reasons for nomination as candidate for outside Director and outline of expected roles</p> <p>Satoshi Nakayama has extensive expertise and experience as a certified public accountant and has been providing insightful opinions in situations involving critical management decisions. The Company expects him to continue providing professional advice from an independent standpoint based on his extensive insights and experience, and proposes his reelection as an outside Director who is an Audit and Supervisory Committee Member. With his insights and experience, the Company judges that he can appropriately fulfill the duties as an outside Director.</p>			

(Notes) 1. There is no special interest between each candidate for Directors who are Audit and Supervisory Committee Members and the Company.

2. Of the candidates for Directors who are Audit and Supervisory Committee Members, Yoshihiro Uetani and Satoshi Nakayama are candidates for outside Directors as defined in Article 2, paragraph (3), item (vii) of the Ordinance for Enforcement of the Companies Act, and are candidates for independent officers as provided for by Tokyo Stock Exchange, Inc.
3. Pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company has entered into an agreement with Mitsuhiko Kuratani, Yoshihiro Uetani, and Satoshi Nakayama to limit the amount of their liability for damages under Article 423, paragraph (1) of the same Act, to the minimum liability amount provided for by Article 425, paragraph (1) of the same Act. If their reelection is approved, the Company plans to continue the aforementioned agreement with each of them.
4. The Company has entered into a directors and officers liability insurance policy with an insurance company, with all Directors as the insured. This insurance policy covers the insured's losses and such costs as related litigation expenses incurred from claims for damages arising from acts (including nonfeasance) carried out by the insured as an officer or a person at a certain position of the Company, and the full amount of the premiums are fully borne by the Company. If the election of the candidates is approved, those who have been elected will be included as the insured under this insurance policy. The Company plans to renew the insurance policy with the same details during their terms of office.

(Reference)

The management structure upon approvals of Proposal No. 1 and Proposal No. 2

(◎ skills with considerable experience; ○ skills with experience)

Name	Attributes	Number of years in office	Corporate management / management in general	Insights in the industry	Risk management / legal affairs	Finance / accounting / tax affairs	Sales / marketing	Production / procurement / quality assurance	Research / development / innovation	IT / digital	Global
Masakazu Fukui Representative Director, President and CEO		30 years	◎	◎	○	○	◎		○	○	
Yoshitaka Ishida Director and Senior Managing Executive Officer		19 years	◎	◎	○	○	◎	○	○		○
Kazuyuki Arata Director and Managing Executive Officer		8 years		◎	○		◎	◎			
Hiromi Terajima Director and Managing Executive Officer		5 years		◎	○		◎		○	○	
Akira Oze Outside Director	Outside Independent	6 years	◎	◎			◎		◎		
Junko Ikeda Outside Director	Outside Independent	5 years	◎				◎				
Mitsuhiro Kuratani Director (Full-Time Audit and Supervisory Committee Member)		2 years				◎				○	
Yoshihiro Uetani Outside Director (Audit and Supervisory Committee Member)	Outside Independent	4 years 3 months	◎		◎						
Satoshi Nakayama Outside Director (Audit and Supervisory Committee Member)	Outside Independent	2 years			○	◎			○		

Proposal No. 3 Election of One Substitute Director Who Is An Audit and Supervisory Committee Member

In order to prepare for the case where the number of Directors who are Audit and Supervisory Committee Members falls below the minimum number provided for by laws and regulations, the Company proposes the election of one substitute Director who is an Audit and Supervisory Committee Member. The valid term of an election resolution based on this proposal, in accordance with the provisions of the Articles of Incorporation, shall expire at the start of the annual general meeting of shareholders for the last business year out of the business years terminating within two years after such resolution.

In addition, the consent of the Audit and Supervisory Committee has been obtained for this proposal.

The candidate for the substitute Director who is an Audit and Supervisory Committee Member is as follows:

Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's common shares owned
<p style="text-align: center;">Naohito Bito (August 6, 1968) 57 years old</p> <p style="text-align: center;"><u>Outside</u> <u>Independent</u></p>	<p>Oct. 2011 Representative of BITO CPA Office (currently BITO CPA and Tax Consulting Office) (current position)</p> <p>June 2015 Outside Director of SANSEI CO., LTD. (current position)</p> <p>Jan. 2018 Member (Partner) of Rutland Audit Corp. (current position)</p> <p>July 2019 Part-time Auditor of Constec Holdings Co., Ltd. (current position)</p>	0
<p>Reasons for nomination as the candidate for substitute outside Director who is an Audit and Supervisory Committee Member and outline of expected roles</p> <p>Naohito Bito has extensive experience as a certified public accountant and as a certified public tax accountant. Therefore, the Company expects him to provide professional advice from an independent standpoint based on his extensive insights and experience, and proposes his election as substitute outside Director who is an Audit and Supervisory Committee Member. With his insights and experience, the Company judges that he can appropriately fulfill the duties as an outside Director.</p>		

- (Notes)
1. There is no special interest between the candidate for the substitute Director who is an Audit and Supervisory Committee Member and the Company.
 2. Naohito Bito is a candidate for substitute outside Director.
 3. If Naohito Bito assumes office as a Director who is an Audit and Supervisory Committee Member, the Company plans to designate him as an independent officer as provided for by Tokyo Stock Exchange, Inc.
 4. If Naohito Bito assumes office as a Director who is an Audit and Supervisory Committee Member, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act, the Company plans to enter into an agreement with him to limit the amount of his liability for damages under Article 423, paragraph (1) of the same Act, to the minimum liability amount provided for by Article 425, paragraph (1) of the same Act.
 5. The Company has entered into a directors and officers liability insurance policy with an insurance company, with all Directors as the insured. This insurance policy covers the insured's losses and such costs as related litigation expenses incurred from claims for damages arising from acts (including nonfeasance) carried out by the insured as an officer or a person at a certain position of the Company, and the full amount of the premiums are fully borne by the Company. If Naohito Bito assumes office as a Director who is an Audit and Supervisory Committee Member, he will be included as the insured under this insurance policy. The Company plans to renew the insurance policy with the same details during his term of office.

Proposal No. 4 Resolution on Determination of Compensation for the Allotment of Restricted Stock for Directors (Excluding Directors Who Are Audit and Supervisory Committee Members and Outside Directors)

At the Company's 61st Annual General Meeting of Shareholders held on June 23, 2021, the amount of compensation for the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members) was approved to be within 200 million yen per year (including up to 50 million yen per year for outside Directors), excluding salaries for Directors who concurrently serve as employees. In addition, at the Company's 56th Annual General Meeting of Shareholders held on June 22, 2016, the amount of compensation relating to share acquisition rights as stock-based compensation stock options for the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members and outside Directors; hereinafter the "Eligible Directors") was approved to be within 100 million yen per year, separately from the aforementioned amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members).

The Company proposes the following allotment to the Eligible Directors of its common shares subject to a certain transfer restriction period as well as provisions that include the grounds for acquisition by the Company without compensation (hereinafter the "restricted stock") in order for the Eligible Directors to share with shareholders the benefits and risks arising from fluctuations in the Company's stock price and to further enhance their motivation to contribute to increases in the stock price and the enhancement of the Company's corporate value.

Accordingly, the Company proposes the abolishment of the above provisions regarding the amount of compensation relating to share acquisition rights as stock-based compensation stock options, and the establishment of the total amount of monetary claims to be awarded as compensation relating to restricted stock for the Eligible Directors at an amount not exceeding 100 million yen per year, separately from the aforementioned amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members), after comprehensively considering various factors including the degree of contribution of the Eligible Directors to the Company. The Company deems that the specifics of the allotment of restricted stock are appropriate given that it plans to determine various factors including the degree of contribution of the Eligible Directors, and given that the dilution rate is negligible in that the upper limit of the number of shares of restricted stock to be allotted in each fiscal year as set forth in 2. below constitutes approximately 0.06% of the total number of issued shares (the upper limit of the number of shares of restricted stock to be allotted in each fiscal year constitutes approximately 0.66% of the total number of issued shares under a scenario where the restricted stock is issued at such upper limit over a period of ten years).

If the Proposal is approved, the Company plans to make changes to its policy for determining the specifics of individual Director compensation as set forth on page 56 of the Business Report (in Japanese) in a manner consistent with the approved content as set forth on pages 16-17 of this document, at its Board of Directors meeting to be held after the conclusion of this General Meeting of Shareholders. The Company has determined that the content of the Proposal is appropriate in that it aligns with the policy subsequent to such changes.

In addition, whereas the Company currently has six Directors (excluding Directors who are Audit and Supervisory Committee Members; including two outside Directors), there will be six Directors (excluding Directors who are Audit and Supervisory Committee Members; including two outside Directors) and four Eligible Directors upon approval of Proposal No. 1.

Specific details and the upper limit on the number of shares of restricted stock for the Eligible Directors

1. Allotment and payment of restricted stock

Based on resolutions of the Board of Directors, the Company will award the Eligible Directors monetary claims, within the aforementioned annual limit, as compensation relating to restricted stock. Each Eligible Director will receive an allotment of restricted stock by contributing the entirety of such monetary claims in kind.

The amount to be contributed by the Eligible Directors for the restricted stock will be determined by the Board of Directors based on the closing price of the Company's common shares on the Tokyo

Stock Exchange on the trading day immediately preceding the date of the Board of Directors' resolution regarding the issuance or disposal of the restricted stock (or, if no trading takes place on that day, the closing price on the most recent preceding trading day). The amount will be set within a range that is not particularly advantageous to the Eligible Directors who subscribe to the restricted stock.

The aforementioned monetary claims will be awarded on the condition that the Eligible Director has consented to the contribution in kind and has entered into a restricted stock allotment agreement that includes the provisions set forth in 3. below.

2. Total number of shares of restricted stock

The total number of shares of restricted stock to be allotted to the Eligible Directors shall be 20,000 shares, which shall constitute the upper limit of the number of shares of restricted stock to be allotted in each fiscal year.

However, if, on or after the date on which the Proposal is approved, a stock split of the Company's common shares (including a stock split by way of a free allotment of the common shares) or a reverse stock split is conducted, or if other circumstances equivalent thereto arise that require an adjustment to the total number of shares of restricted stock to be allotted, the total number of such shares may be reasonably adjusted.

3. Details of the restricted stock allotment agreement

In connection with the allotment of restricted stock, a restricted stock allotment agreement to be entered into between the Company and each Eligible Director who receives an allotment of restricted stock based on a resolution of the Board of Directors shall include the following provisions.

(1) Details of transfer restriction

An Eligible Director who has received an allotment of restricted stock may not, during the period from the delivery date of the restricted stock until the date on which the Eligible Director retires or resigns from any position as a Director, Executive Officer, or employee of the Company (the "Transfer Restriction Period"), transfer, create a pledge or security interest on, make an inter vivos gift of, bequeath, or otherwise dispose of the restricted stock allotted to the Eligible Director (the "Allotted Shares") to any third party (the "Transfer Restriction").

(2) Acquisition of restricted stock without compensation

If an Eligible Director who has received an allotment of restricted stock retires or resigns from any position as a Director, Executive Officer, or employee of the Company on or before the day immediately preceding the date of the first Annual General Meeting of Shareholders held after the commencement of the Transfer Restriction Period, the Company shall automatically acquire the Allotted Shares without compensation, unless there are reasons deemed justifiable by the Board of Directors.

Moreover, if, at the expiration of the Transfer Restriction Period described in (1) above, the Transfer Restriction on any of the Allotted Shares has not been lifted pursuant to the provisions regarding the grounds for lifting the Transfer Restriction set forth in (3) below, the Company shall automatically acquire such shares without compensation.

(3) Lifting of the Transfer Restriction

The Company shall lift the Transfer Restriction on all of the Allotted Shares at the time of the expiration of the Transfer Restriction Period, provided that the Eligible Director who has received an allotment of restricted stock has continuously held any of the positions of Director, Executive Officer, or employee of the Company from the commencement date of the Transfer Restriction Period until the date of the first Annual General Meeting of Shareholders held thereafter.

If, for reasons deemed justifiable by the Board of Directors, an Eligible Director retires or resigns from all positions as Director, Executive Officer, and employee of the Company on or before the day immediately preceding the date of the first Annual General Meeting of Shareholders held after the commencement date of the Transfer Restriction Period, the number of Allotted Shares for which the Transfer Restriction is to be lifted and the timing of such lifting shall be reasonably adjusted as necessary.

(4) Treatment upon reorganization

If, during the Transfer Restriction Period, a proposal regarding a merger agreement under which the Company becomes the dissolved company, a share exchange agreement or a share transfer plan under which the Company becomes a wholly owned subsidiary, or any other reorganization is approved at a General Meeting of Shareholders of the Company (or, if approval by the General Meeting of Shareholders is not required for such reorganization, by the Board of Directors of the Company) (provided that the effective date of such reorganization arrives before the expiration of the Transfer Restriction Period; hereinafter, the “Time of Approval of Reorganization”), and if, in connection with such reorganization, the Eligible Director who has received an allotment of restricted stock is to retire or resign from all positions as Director, Executive Officer, and employee of the Company, then the Company shall, by resolution of the Board of Directors, lift the Transfer Restriction, prior to the effective date of such reorganization, on a number of the Allotted Shares reasonably determined in light of the period from the commencement date of the Transfer Restriction Period to the date of approval of such reorganization.

Moreover, at the Time of Approval of Reorganization, the Company shall automatically acquire, without compensation, all Allotted Shares for which the Transfer Restriction has not been lifted as of the business day immediately preceding the effective date of such reorganization.

(Reference)

Following the conclusion of the Shareholders’ Meeting, the Company plans to allot restricted stock that is similar to, but differs in certain respects from, the restricted stock described above to the Company’s Executive Officers and to employees who meet certain conditions.

(Reference) Policy on Determining Specifics of Individual Director Compensation

The content of the policy on determining the specifics of individual Director compensation is subject to changes upon approval of the Proposal as follows.

(1) Basic policy

Compensation for Directors of the Company shall be determined based on the following basic policy.

1. Compensation for Directors shall contribute to the achievement of the Company's management philosophy and medium-term management plan;
2. Compensation for Directors shall be designed to promote enhancement of medium- to long-term corporate value and shareholder value;
3. Compensation for Directors shall be at a level that facilitates the aim of securing and retaining outstanding executive talent; and
4. Compensation for Directors shall be determined through a highly transparent and objective decision-making process that enables accountability to shareholders and other stakeholders.

(2) Compensation structure

Compensation for Directors shall consist of the following compensation components.

(i) Fixed compensation

- Monthly fixed compensation shall be determined upon comprehensively considering factors that include the Director's position and the magnitude of his or her responsibilities, the Company's level of performance, and compensation levels of industry peers.

(ii) Performance-linked compensation

- Performance-linked compensation shall be awarded once per year and structured to reflect the Company's business performance.
- The performance indicator shall be based on the Company's achievement of consolidated operating profit for the relevant fiscal year.
- Performance-linked compensation shall be awarded entirely in the form of stock-based compensation for the purpose of promoting the sharing of value with shareholders and providing incentives for medium- to long-term enhancement of the Company's corporate value.

(iii) Eligible recipients

- Performance-linked compensation (stock-based compensation) shall be awarded solely to executive Directors.
- Performance-linked compensation shall not be awarded to outside Directors or Directors who do not perform executive duties.
- This ensures the independence and objectivity of Directors responsible for supervisory functions.

(3) Approach to compensation ratios

- Compensation for executive Directors shall consist of fixed compensation and performance-linked compensation (stock-based compensation).
- The ratio of performance-linked compensation (stock-based compensation) awarded shall be approximately 16% of total compensation overall, set based on position.
- Performance-linked compensation shall be designed to reflect the extent to which consolidated operating profit has been achieved in the relevant fiscal year, while promoting medium- to long-term sharing of value with shareholders.

- For outside Directors, compensation shall consist solely of fixed compensation from the perspective of ensuring independence.

(4) Compensation decision-making process

- The Personnel and Compensation Committee, the majority of whose members are independent outside Directors, shall deliberate on policy for determining the specifics of individual Director compensation and individual compensation amounts. The Board of Directors shall determine such matters while respecting the committee's recommendations to the fullest.
- The Personnel and Compensation Committee may draw on advice received from outside experts as necessary.

(5) Transparency and revision

- The Policy and the compensation decision-making process shall be comprehensibly explained in disclosure documents.
- Based on factors such as changes in the business environment and management strategy, the Company shall periodically substantiate the validity of the Policy and make revisions as necessary.

Proposal No. 5 Continuation of and Partial Amendment to the Countermeasures Against Takeovers (Pre-Warning Type Rights Plan)

The effective term of the takeover response policy (the “Original Plan”) will expire at the close of the 66th Annual General Meeting of Shareholders.

Therefore, the Company has decided to update the Original Plan in order to better respect the reasonable intentions of its shareholders and further enhance information disclosure (transparency) to its shareholders. Under the previous plan, when the Company’s Board of Directors decided to implement takeover countermeasures based on a recommendation from the Corporate Value Determination Committee (as defined in II. 3. (7) below; the “Determination Committee”), procedures for implementing countermeasures were initiated at that point. However, under the updated plan, a newly established “Special Independent Committee,” composed solely of the Company’s outside Directors, will review the legality and appropriateness of the Board of Directors’ decision to implement takeover countermeasures, primarily in light of laws and regulations (including various circulars and guidelines issued by the Ministry of Economy, Trade and Industry) and relevant court precedents. If the committee concludes that the decision is appropriate, the Company’s Board of Directors will implement the takeover countermeasures; however, if the committee expresses an opinion or reaches a conclusion indicating doubts regarding the decision, the Company’s Board of Directors will promptly convene a General Meeting of Shareholders to seek a resolution on the implementation of the takeover countermeasures.

Based on the above, the Company hereby requests your approval of the updated version of the Original Plan (the “Plan”) in accordance with Article 47, paragraph (1) of the articles of incorporation of the Company (the “Articles of Incorporation”).

I. Basic Policy on Enhancing Corporate Value and Ensuring the Common Interests of Shareholders

1. Management philosophy

The corporate philosophy (management philosophy) of the Company, as a health creation company, is to realize a happy and healthy life by providing society with health foods made mainly from Japanese traditional food materials.

Further, the Company values its customers, strives to fulfil its social responsibilities, including compliance with laws, regulations, and social norms, as well as environmental preservation and resource protection, and lives up to the trust of its stakeholders (such as shareholders, customers, business partners, employees, and local communities), thereby enhancing its corporate value.

2. Policy on return of profits

Under our management policy of continuing to become a health-creating company that prioritizes the health and safety of our customers and aiming for growth, we will not pursue short-term profits, but will emphasize the accumulation of internal reserves and the like that will enable us to continue business operations even in emergencies such as natural disasters (earthquakes, typhoons, epidemics, etc., in particular, the global spread of Covid-19 since the beginning of 2020) and the global recession (in addition to the global spread of Covid-19 mentioned above, in particular, the Russian invasion of Ukraine has continued from the end of February 2022 to the present for more than four years, and, further, since February 28, 2026, the war situation in the Persian Gulf and the closure of the Strait of Hormuz triggered by air strikes on Iran initiated by the United States and Israel, together with the sharp rise in crude oil prices and other factors, have caused turmoil and unforeseeable instability in the global economy), as well as investments required for the manufacture and development of products that are safe and stable over the long term, rather than pursuing short-term profits.

In the past three years, we have faced difficult economic conditions, including the unchecked depreciation of the yen and the resulting increases in manufacturing costs such as raw material prices and utility expenses. However, under our basic policy of continuing stable dividends as in the past, we are striving to meet the expectations of our shareholders, with a target of continuous annual dividends of 46 yen or more per share. The Board of Directors has already resolved to pay an annual dividend of 46 yen for the fiscal year ending March 2026, and the Company also plans to pay an annual dividend of 46 yen for the fiscal year ending March 2027.

3. Public mission as a food business operator

The corporate value of the Company, as a food business operator, is enhanced by providing a safe and stable supply of products as well as by continuously fulfilling the Company's important public mission, such as preserving the environment, securing employment, and paying taxes.

4. Specific efforts

We are proactively investing a large amount of money for full safety measures to cope with new technologies, such as the establishment of the Food Safety Inspection Section to develop an in-house inspection system for genetic modification to prevent the use of genetically-modified soybeans, residual pesticides, allergens, etc.

Further, in order to meet the needs of the market that thoroughly pursue the safety and security of food, the Company has been working on activities such as the commencement of traceability (retention of chronological information records) and the preparation of specifications and management activities to ensure the accuracy of labeling (including allergens). At the same time, the Company has also been working on quality assurance systems and environmental issues, including the acquisition of FSSC 22000 certification by the entire production unit, the efforts from the perspective of so-called ESG (environmental, social and governance), and the preparation of the "Fujicco Report" (an integrated report).

In addition, since January 2017, the Company has published the "voluntary declaration of consumer-orientation." This declaration states the policies for the approach and efforts to realize the "consumer-oriented management" that is being promoted by the Consumer Affairs Agency. The Company has established a new quality assurance management system under which "prioritizing customer interests" is the basis of management, and has established the "Accident Prevention Committee" as a concrete measure.

II. Details of the Plan

1. Purpose of introduction of the Plan

Recently, there have been trends in the capital market of forcibly purchasing a large number of shares in a target company suddenly and unexpectedly without holding sufficient discussions with the management of the target company or following proper procedures for holding such discussions, and of purchasing a large number of shares in a target company gradually over time (while following procedural requirements) and forcing, or aiming at, a takeover of management rights without indicating a clear explanation on the specific policy of management of such target company.

The Company does not object to such acquisition in principle as long as the intentions of our shareholders as a whole are ultimately and legally reflected in the procedures for determining whether to accept or reject a proposal of a large-scale purchase of shares in the Company, and the takeover contributes to the corporate value of the Company and the common interests of our shareholders.

However, some takeovers are actually merely so-called "short-term speculations (money game)," and their purposes fundamentally disregard the corporate value and the common interests of shareholders of the target company.

If a takeover attempt is regarded as a short-term speculation (money game), a company is allowed to take legal and socially appropriate countermeasures against takeovers in order to protect its corporate value and the common interests of its shareholders.

In order to protect (maintain) the corporate value of the Company, it is essential for the Company to continue to carry on its management philosophy and its basic approach to the public mission as a food business operator as stated above.

In other words, the Company needs to be managed in a manner that concretely and continuously realizes, from a medium- to long-term perspective, that: (i) the interests of shareholders are given the highest priority; (ii) at the same time, the interests of stakeholders, such as business partners that support the management of the Company, are also respected, and relationships of trust are maintained and strengthened; (iii) the Company establishes a stable management base and continuously makes

capital investment, including taking safety measures; and (iv) the Company continuously researches and develops new health products without interruption.

If, for example, the acquirer were to demand that the Company pay a high dividend out of the proceeds from the sale of its assets, it is apparent that the corporate value of the Company and the common interests of our shareholders would be damaged.

In the first place, whether a product can be supported by customers who have various tastes and preferences is an important factor in the food business in determining the marketability of the product. In making such determination, it is necessary, based on our experience, to ascertain market trends on a broad and long-term basis, and the health and safety of customers will be given top priority.

If our shareholders receive a proposal for a large-scale purchase of shares in the Company, it will not be easy for them to fully understand the various elements that constitute the corporate value of the Company and to properly determine whether to accept or reject such proposal in a short period of time.

Under such circumstances, in order to avoid any damage to the corporate value and the common interests of our shareholders, the Company decided to introduce the Original Plan as a framework that applies in the event of a large-scale purchase of shares in the Company to enable the Company to request that the purchaser or the proposer of the purchase (collectively, the “Purchaser”) disclose information on the purchase in advance so that our shareholders can make a decision or secure the information and time necessary for the Board of Directors to present an alternative proposal and negotiate with the Purchaser on behalf of our shareholders. The Company has been continuing the Original Plan with the approval of our shareholders.

The founding family of the Company (Representative Director Masakazu Fukui) and its related persons (collectively, the “Founding Family Related Persons”) currently hold approximately 25.27% of shares in the Company (excluding treasury shares) in total, which is below 50% (Exhibit 2). Therefore, it is possible that a large-scale purchase of shares in the Company that would damage the corporate value and the common interests of our shareholders may be conducted in the future. Further, it is also possible that the shares held by the Founding Family Related Persons may be diversified in the future due to various reasons, including a transfer or inheritance of such shares, and it is not certain whether their shareholding will be in a stable position in the future.

2. Reasonableness of the conditions precedent to the commencement of the Plan

As a general rule, the procedures of the Plan, that is, consideration, on the premise that there is a Purchaser, of whether countermeasures against takeovers should be implemented, will commence in the event of a purchase or tender offer by which the Purchaser holds 20% or more of shares in the Company, as described in the list under 3. (1) (page 7) below.

This percentage of 20% or more has been set for the following reasons.

Since its foundation, the Company has been striving to realize a health creation company under the Company's motto “Always Be Creative” established by the late Hachiro Yamagishi, the founder of the Company. Since April 2018, our employees have been working together as one team under the Company's new philosophy, “The Spirit of Fujicco,” and as a result, the Company is confident that it is currently maximizing its corporate value in a given economic environment for all stakeholders, including shareholders, customers, business partners, employees, and local communities, even though the Company may be requested to make more efforts. In order to research, develop, and commercialize food products that promote health and are used as daily food over a long period of time by customers, rather than simply to launch a popular product with a short product life on a spot basis, it is essential that we take time and work to make patient efforts.

The Company is certain that those who do not have experience and know-how of such efforts will not be able to commercialize safe health foods that will be loved by customers for a long period of time, and to achieve greater profits by merely evaluating and reviewing the figures in the financial statements. Conversely, if the Company disposes of its assets, it may be possible to distribute higher

dividends merely in terms of theoretical calculations. However, such calculations will only be possible if the Company abandons its management philosophy as a health creation company, which is to commercialize safe health foods that will be loved by customers for a long period of time. In other words, insistence on such calculations means causing fundamental changes to the corporate philosophy of “The Spirit of Fujicco” and the corporate culture of the Company, which aims to be a health creation company.

If a person who insists only on such calculations becomes a major shareholder of the Company and attempts to control the management of the Company, the corporate value of the Company, which has been formed over the years under its management philosophy, would be in danger of being damaged.

Accordingly, the Company believes that it is the responsibility of the management of the Company to detect as early as possible whether the corporate value of the Company is in danger of being damaged, and, if such danger is detected, to take defensive measures for the benefit of our shareholders.

In this regard, as the Founding Family Related Persons currently hold approximately 25.27% of shares in the Company (excluding treasury shares) in total (Exhibit 2), if there is a Purchaser attempting to hold shares in the Company in a percentage close to the percentage of shares held by the Founding Family Related Persons (as mentioned above, there is a possibility that the percentage of shares held by them may decrease in the future due to diversification of their shares or other reasons), the Purchaser would seek a position as a major shareholder in place of the Founding Family Related Persons. In such case, it can be assumed that the Purchaser has expressed its intent to control the management rights of the Company. Therefore, the management of the Company must, as their duty, detect whether the corporate value of the Company is in danger of being damaged.

Accordingly, the Company has decided that if the percentage of shares to be held by a Purchaser becomes 20% or more, the Company will commence the procedures for countermeasures against takeovers in order to ascertain whether such purchase would enhance or cause damage to the corporate value and the common interests of our shareholders at an early stage before the occurrence of any disruption that may hinder the management of the Company.

Therefore, the Company believes that it is reasonable to commence the procedures on the condition that the percentage of shares to be held by the Purchaser in the Company becomes 20% or more.

3. Details of the Plan

(1) Purchase of shares in the Company subject to the Plan

If any purchase falling within (i) or (ii) below is to be made, the Plan will generally be commenced in accordance with the procedures provided for in the Plan.

	Conditions precedent to the commencement of the Plan	Grounds under the Financial Instruments and Exchange Act (the “Act”)
(i)	<u>A purchase of Share Certificates, etc.</u> (*1) issued by the Company by which the <u>holder</u> (*2)'s <u>Holding Ratio of Share Certificates, etc.</u> (*3) becomes <u>20% or more</u> in total	(*1) Meaning “Share Certificates, etc.” as defined in Article 27-23, Paragraph (1) of the Act; the same applies hereinafter. (*2) Including those who are deemed as holders under Article 27-23, Paragraph (3) of the Act; the same applies hereinafter. (*3) Meaning “Holding Ratio of Share Certificates, etc.” as defined in Article 27-23, Paragraph (4) of the Act; the same applies hereinafter.

(ii)	<p>A <u>Tender Offer</u> (*5) of <u>Share Certificates, etc.</u> (*4) issued by the Company by which the total of the <u>Share Certificates, etc.</u> <u>Holding Ratio</u> (*6) of the Share Certificates, etc. subject to the Tender Offer and the Share Certificates, etc. Holding Ratio of the <u>Persons in Special Relationship</u>(*7) becomes <u>20% or more</u></p>	<p>(*4) Meaning “Share Certificates, etc.” as defined in Article 27-2, Paragraph (1) of the Act; the same applies hereinafter in (ii). (*5) Meaning “Tender Offer” as defined in Article 27-2, Paragraph (6) of the Act; the same applies hereinafter. (*6) “Share Certificates, etc. Holding Ratio” as defined in Article 27-2, Paragraph (8) of the Act; the same applies hereinafter. (*7) Meaning “Persons in Special Relationship” as defined in Article 27-2, Paragraph (7) of the Act (for those who are listed in Item (i) of the said Paragraph, excluding those set forth in Article 3, Paragraph (1) of the Cabinet Office Order on Disclosure Required for Tender Offer for Share Certificates by Persons Other Than Issuers (the “Cabinet Office Order”)); the same applies hereinafter.</p>
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(2) Provision of Information by the Purchaser to the Company

(i) If a Purchaser is going to make a purchase or proposal of a purchase that falls within the list in 3. (1) above (collectively the “Purchase”), the Purchaser must first express its intent to make the Purchase in writing to the Board of Directors (the “Statement of Intent”) before conducting the Purchase.

Upon receipt of the Statement of Intent from the Purchaser, the Board of Directors will disclose and publicize the fact of receipt of the Statement of Intent in a timely manner.

If the Purchaser conducts the Purchase without giving the “Statement of Intent,” that is, without following the procedures provided for in the Plan, such Purchase will be deemed to be an unjust hostile takeover (an “Unjust Hostile Takeover”) that would damage the corporate value and the common interests of our shareholders.

Further, if the Purchaser of a Tender Offer issues the Public Notice for Commencing Tender Offer (Article 27-3, Paragraphs (1) and (2) of the Act, Article 9-3, Paragraph (1) of the Order for Enforcement of the Act, and Article 9 of the Cabinet Office Order) without following the procedures starting with the Statement of Intent as provided for in the Plan, such Tender Offer will be deemed to be an Unjust Hostile Takeover.

(ii) Within seven days from the date of receipt of the Statement of Intent from the Purchaser, the Board of Directors will send or transmit the following documents to the Purchaser:

(a) a form of pledge that the Purchaser will comply with the procedures provided for in the Plan when conducting the Purchase (the “Letter of Pledge”); and (b) questions concerning the information set forth in 3. (2) (viii) 1) - 8) below (the “Purchase Information”) and the format of responses (the “Information Request Questionnaire”), after finalizing the format of each document.

The Board of Directors may not send or transmit the Letter of Pledge and the Information Request Questionnaire to the Purchaser if the Board of Directors resolves that it is not necessary to commence the procedures of the Plan in view of the purpose of introduction of the Plan (that is, to avoid any damage to the corporate value and the common interests of our shareholders; hereinafter the same).

Upon receipt of the Letter of Pledge for signing and sealing from the Board of Directors, the Purchaser must submit to the Board of Directors the Letter of Pledge with the Purchaser’s signature and seal in a manner designated by the Board of Directors within 15 days from the date of receipt of the Statement of Intent by the Board of Directors.

(iii) Upon receipt of the Information Request Questionnaire from the Board of Directors, the Purchaser must submit responses to the Information Request Questionnaire in the form and manner designated by the Board of Directors (the “Information Request Response”) to the Board of Directors within 60 days from the date of receipt of the Statement of Intent by the Board of Directors. The Board of Directors may set a separate deadline for submission of responses to each Purchase Information item within the above submission deadline (within 60 days from the date of receipt of the

Statement of Intent by the Board of Directors).

- (iv) If the Purchaser fails to submit the Letter of Pledge or Information Request Response within the respective submission deadlines stated above, such Purchase will be deemed to be an Unjust Hostile Takeover that would damage the corporate value and the common interest of our shareholders.
- (v) Upon receipt of the Purchaser's Letter of Pledge and Information Request Response, the Board of Directors will promptly provide them to the Corporate Value Determination Committee (as defined in 3. (7) below, the "Determination Committee").
- (vi) Upon receipt of the Letter of Pledge and the Information Request Response, the Board of Directors will promptly provide them to the Determination Committee. However, if the Board of Directors resolves that it is not necessary to implement countermeasures against takeovers in view of the purpose of introduction of the Plan, the Board of Directors may decide not to provide the Letter of Pledge and the Information Request Response to the Determination Committee after disclosing the reason for such resolution.
- (vii) If the Determination Committee determines that the content of the Information Request Response that was provided by the Board of Directors is insufficient as the Purchase Information, it may request the Purchaser to provide additional information as deemed appropriate by setting a deadline for responding to such request which is no less than 10 days and no more than 30 days from such request. In such case, the Purchaser must submit such additional information by the deadline. If the Purchaser fails to respond to such request by the deadline, such Purchase may be deemed to be an Unjust Hostile Takeover.
The Company will disclose the fact of receipt of the Letter of Pledge and the Information Request Response, and the Purchase Information and other information related to the Purchase that the Determination Committee regards as relevant, at the time and in a manner as deemed appropriate by the Determination Committee.
- (viii) Details of the information to be submitted as the Purchase Information differ depending on the category of the Purchaser and the details of the Purchase, but the main items are as follows.

[Details of the "Purchase Information" to be stated in the "Information Request Response"]

- 1) Details of the Purchaser and its group (including joint holders, persons in special relationship and, in the case of a fund, partners and other members) (including information on the specific name, capital structure, background or history, business description, financial conditions, experience in the same type of business as that of the Company);
- 2) The purpose, method, and details of the purchase (including the value and type of consideration for the purchase, the timing of the purchase, the structure of related transactions, the legality of the purchase method, and the probability and feasibility of the purchase);
- 3) Whether there is any communication (collaboration) with a third party on the Purchase, and if there is any communication (collaboration), the details thereof;
- 4) Grounds for the calculation of the purchase price (including facts and assumptions that form the basis for the calculation, the calculation method, and numerical information used for the calculation);
- 5) Financing of purchase funds (including the specific name of the provider(s) of purchase funds (including the substantial provider(s)), the financing method and details of related transactions);
- 6) Post-purchase management policy, business plan, financial plan, capital policy, dividend policy, asset utilization measures, etc. (including safety management policy in

conducting the food business, and investment policy) to be applied to the Company and the Group;

- 7) Post-purchase policies on treatment of the Company's and the Group's employees, business partners, customers and local community, and other stakeholders of the Company; and
- 8) Other information that the Determination Committee reasonably deems necessary.

(ix) After the submission by the Purchaser of the Letter of Pledge and the Information Request Response as well as additional Purchase Information requested by the Determination Committee, if the Determination Committee finds that sufficient information has been provided by the Purchaser, the Determination Committee must disclose and publicize in a timely manner the fact that the provision of the Purchase Information by the Purchaser has been completed (the date on which the Determination Committee discloses and publicizes the fact of such completion is hereinafter referred to as the "Information Provision Completion Date").

If the Determination Committee finds that sufficient information on the Purchase has been provided by the Purchaser, the Determination Committee will set a period of time as set forth either in (A) to (C) below (the "Determination Period") depending on the content of the Purchase, starting from the Information Provision Completion Date, in order for the Determination Committee to secure time to evaluate and review the information, negotiate with the Purchaser and/or form its opinion on the Purchase.

(A) 60 days in the event of a tender offer (TOB) for all shares in the Company in cash (Japanese yen); or

(B) 90 days in the event of other purchases.

(C) in the event that, as set forth in 3. (4) (vii) below, the Board of Directors seeks a resolution at a general meeting of shareholders on (1) whether to implement or not to implement countermeasures against takeovers or on the presentation of an alternative proposal based on the opinion, etc. of the Determination Committee, or (2) whether to implement or not to implement countermeasures against takeovers based on a resolution of the Special Independent Committee, a period of not less than 120 days and not more than 150 days as determined by the Board of Directors at the time of convening the general meeting of shareholders.

The Determination Committee may request the Board of Directors to submit its opinion on the Purchase, supporting materials, alternative proposals and any other information and materials as deemed necessary by the Determination Committee from time to time within a deadline set by the Determination Committee as appropriate, which shall be within 60 days from the Information Provision Completion Date. However, the deadline for the submission of alternative proposals shall be five days prior to the expiration of the Determination Period as stated below.

The Purchaser may conduct the purchase only after the expiration of the Determination Period.

(3) Review by the Determination Committee of the details of the purchase

During the Determination Period, the Determination Committee will evaluate and review the details of the purchase by the Purchaser based on the information and materials provided by the Purchaser and the Board of Directors, in view of the purpose of introduction of the Plan.

The Board of Directors may discuss and negotiate with the Purchaser in view of the purpose of introduction of the Plan, and based on the results thereof, may present an alternative proposal of purchase to the Determination Committee no later than five days prior to the expiration of the Determination Period. Upon receipt of such alternative proposal, the Determination Committee immediately reports the alternative proposal to the Purchaser and, if the Purchaser indicates its intent to consider the alternative proposal within five days after such report or by the day immediately before the expiration of the Determination Period, whichever comes first, the Determination Committee may request the Purchaser to respond whether to accept or reject the alternative proposal by setting a deadline no less than 10 days and no more than 30 days from such request. In such case, the Purchaser must respond whether to accept or reject the alternative proposal by such deadline.

If the Purchaser fails to express its intent to consider the alternative proposal within the period specified above or fails to respond whether to accept or reject the alternative proposal by the deadline, the Purchaser will be deemed to have rejected such alternative proposal.

If a response deadline for the Purchaser to consider the alternative proposal is set, and if such deadline occurs after the expiration of the Determination Period, the Determination Period of the Determination Committee will be extended until the response deadline mentioned above.

If the Determination Committee determines that no recommendation can be made regarding the implementation or non-implementation of countermeasures against takeovers set forth in 3. (4) below on the grounds that there are exceptional reasonable circumstances that make it difficult to complete a sufficient investigation and review within the Determination Period, the Determination Committee may extend the Determination Period by its resolution for up to 30 days, no later than five days prior to the expiration of the Determination Period (the same applies to any additional extension of the Determination Period after such extension).

If the Determination Period is extended, the Determination Committee will disclose the period of and reason for the extension and other matters as deemed appropriate promptly after the resolution of the extension, and the Purchaser may conduct the purchase only after the expiration of the extended Determination Period.

The Determination Committee may seek advice from independent third-party experts (such as financial advisors, attorneys, and certified public accountants) at the expense of the Company to ensure that the evaluation, review, and judgment above are appropriate for the corporate value and the common interests of our shareholders.

(4) Process for implementing or not implementing countermeasures against takeovers under the Plan

(i) Recommendation by the Determination Committee to implement countermeasures against takeovers

The Determination Committee will recommend that the Board of Directors implement countermeasures against takeovers (the specific content of the measure is described in 3. (5) below) by the expiration of the Determination Period on the ground that the purchase constitutes an inappropriate purchase if: (a) the Purchaser fails to provide the information as set forth in 3. (2) and (3) above or otherwise comply with the procedures provided in the Plan; or (b) it is found, as a result of the evaluation and review of the information and materials provided by the Purchaser and the Board of Directors or the discussion and negotiation with the Purchaser, that the purchase by the Purchaser falls within any of the elements set forth in 1) to 6) below and is deemed to be a purchase that may infringe or damage the corporate value or the common interests of our shareholders (only if it is deemed reasonable to implement countermeasures against takeovers after weighing the impact of implementation of countermeasures against takeovers under the Plan against the risk of causing infringement and damage).

If the Determination Committee makes this recommendation, it will disclose the summary of the recommendation and any other matters deemed appropriate by it promptly after the resolution.

[Elements for recommending the implementation of countermeasures against takeovers]

- 1) A purchase that may cause clear infringement of, or damage to, the corporate value of the Company, and in turn, the common interests of our shareholders as a result of any of the following acts listed in (a) to (d) below:
 - (a) An act of demanding that the Company purchase the purchased shares at a high price;
 - (b) An act of temporarily controlling the management of the Company and managing the Company in a manner sacrificing the Company for the realization of profits of the Purchaser, such as acquisition of important assets of the Company at a low price;
 - (c) An act of diverting the Company's assets as security for, or as funds for, repayment of debts of the Purchaser or any of its affiliates, etc.; or
 - (d) An act of temporarily controlling the management of the Company causing the Company to dispose of high-value assets, etc. that have no immediate relevance to the Company's business, and then causing the Company to pay temporarily high dividends out of the profits from such disposal, or an act of selling the purchased shares in the Company at a high price, taking advantage of the opportunity for a sharp rise in the share price due to such temporarily high dividends;

- 2) A purchase that is likely to effectively coerce shareholders into selling their shares, such as a coercive two-tiered purchase (a purchase of shares through a tender offer, without soliciting the purchase of all shares in the first purchase, setting unfavorable conditions for the second stage of the purchase, or not clarifying such conditions);
- 3) A purchase that is made without giving the Company such time as may reasonably be required to present an alternative proposal for such purchase;
- 4) A purchase that is made without fully providing our shareholders with the Purchase Information and other information reasonably required to judge the details of the purchase;
- 5) A purchase the terms of which (including the value and type of consideration for the purchase, the timing of the purchase, the legality of the purchase method and the probability of the purchase, as well as post-purchase policies on treatment of the Company's employees, business partners, customers, and other stakeholders) are significantly inadequate or inappropriate in light of the essential value of the Company; or
- 6) A purchase that may seriously hinder the assurance of the safety of the food business, such as the health of customers, because the content of the post-purchase management policy or business plan of the Purchaser is insufficient or inappropriate.

(ii) Recommendation by the Determination Committee to the Board of Directors to Implement Countermeasures Against Takeovers

If the Determination Committee recommends that the Board of Directors implement countermeasures against takeovers, the Board of Directors will deliberate on the content of such recommendation, and, if it decides to approve the implementation of countermeasures against takeovers, it will, on the premise that the matter will be separately referred to the Special Independent Committee consisting solely of the Company's outside directors, approve the implementation of countermeasures against takeovers subject to the approval of the Special Independent Committee as a condition precedent.

If the Board of Directors approves the implementation of countermeasures against takeovers subject to such condition precedent, it will immediately provide the Special Independent Committee with all relevant materials already held by the Board of Directors and the Determination Committee.

Within two days (48 hours) from the day following the date on which the Board of Directors approves the implementation of countermeasures against takeovers subject to such condition precedent, the Special Independent Committee will review, mainly in light of applicable laws and regulations (including various notices and guidelines issued by the Ministry of Economy, Trade and Industry) and court precedents, the legality and appropriateness of the Board of Directors' approval of the implementation of countermeasures against takeovers, and, if it reaches (i) the conclusion that such approval is lawful and proper, it will notify the Board of Directors in writing that the condition precedent to the implementation of countermeasures against takeovers has been satisfied; on the other hand, if it reaches (ii) an opinion or conclusion that there is room for doubt, it will notify the Board of Directors in writing that the condition precedent to the implementation of countermeasures against takeovers has not been satisfied, that is, that the Board of Directors should promptly convene a general meeting of shareholders and seek a resolution to approving the implementation of countermeasures against takeovers.

(iii) In the event that the Special Independent Committee approves the implementation of countermeasures against takeovers subject to a condition precedent (satisfaction of the condition precedent)

The Board of Directors will immediately commence the procedures to implement countermeasures against takeovers.

(iv) In the event that the Special Independent Committee does not approve the implementation of countermeasures against takeovers subject to a condition precedent (non-satisfaction of the condition precedent)

The Board of Directors will immediately commence the procedures for convening a general meeting of shareholders in order to seek a resolution approving the implementation of countermeasures against takeovers. If the implementation of countermeasures against takeovers is approved at such general meeting of shareholders, the Board of Directors will immediately commence the procedures to implement countermeasures against takeovers.

(v) Cancellation of countermeasures against takeovers after its implementation

Even after the Determination Committee has recommended the implementation of countermeasures against takeovers and the Board of Directors has implemented it, the Determination Committee may recommend that the Board of Directors cancel the implementation of countermeasures against takeovers if:

- a) the Purchaser withdraws the purchase or the situation of the Purchase is otherwise resolved; or
- b) there are any changes in the facts based on which the implementation of countermeasures against takeovers was recommended as stated in 3. (4) (i) above and it is determined that the purchase by the Purchaser does not fall under any of the elements set forth in 3. (4) (i) 1) to 6) above.

If the Determination Committee recommends the cancellation of implementation of countermeasures against takeovers, it will disclose the summary of the recommendation and any other matters deemed appropriate by it promptly after the resolution.

As described below, the core of countermeasures against takeovers under the Plan is a gratis allotment of share options under Article 277 of the Companies Act.

If the Determination Committee recommends the implementation of countermeasures against takeovers and the Special Independent Committee approves such implementation, or if the Special Independent Committee does not approve such implementation but the general meeting of shareholders adopts a resolution to implement such countermeasures, the Board of Directors will, once again, adopt a resolution for a gratis allotment of share options based on the Plan.

When adopting such resolution, the Board of Directors will designate the date on which the shareholders to whom share options are allotted free of charge become the holders of the share options, that is, the date on which the gratis allotment of share options becomes effective (the "Effective Date of Gratis Allotment") and the final day (last day) of the period during which the share options allotted free of charge may be exercised.

Generally, from one business day prior to the date on which share options are allotted to shareholders and the shareholders become holders of the share options (as mentioned above, the date is referred to as the "Effective Date of Gratis Allotment" under this Plan), a phenomenon known as ex-rights occurs in the stock exchange market, that is, the relevant shares are traded at a price below market value.

Thus, if the implementation of countermeasures against takeovers is cancelled after two business days prior to the Effective Date of Gratis Allotment, no new shares will actually be issued, while leaving the effect of ex-rights on the stock market, which may harm the fairness among shareholders and cause unforeseen damage to the shareholders who sold their shares at the price of ex-rights.

Therefore, the deadline for the Determination Committee to recommend that the Board of Directors cancel the implementation of countermeasures against takeovers based on the existence of an event listed in either a) or b) above shall be four business days prior to the Effective Date of Gratis Allotment, and the deadline for the Board of Directors to cancel the implementation of countermeasures against takeovers based on the recommendation of the Determination Committee shall be three business days prior to the Effective Date of Gratis Allotment.

In the event of cancellation mentioned above, no share options will be allotted.

(vi) Recommendation by the Determination Committee not to implement countermeasures against takeovers

If the Determination Committee determines that the Purchase by the Purchaser does not fall within any of the elements set forth in 3. (4) (i) 1) to 6) above as a result of its evaluation and review of the information and materials provided by the Purchaser and the Board of Directors and the

discussions and negotiations with the Purchaser, or if the Board of Directors fails to provide its opinion as set forth in 3. (2) (ix) above or any information and materials requested by the Determination Committee within the designated deadline despite the request of the Determination Committee, the Determination Committee will recommend the Board of Directors not to implement countermeasures against takeovers.

In such case, the Determination Committee will disclose the summary of the recommendation and other matters as deemed appropriate by the Determination Committee promptly after the resolution. However, if there are any changes in the facts on which such determination was made during the Determination Period and the purchase by the Purchaser falls within any of the elements set forth in 3. (4) (i) 1) to 6) above, the Determination Committee may make a separate determination, including whether to implement countermeasures against takeovers (the Plan) again, and make a recommendation to the Board of Directors. In such case, the Determination Committee will disclose the summary of the recommendation and other matters as deemed appropriate by the Determination Committee promptly after the resolution.

In the event that countermeasures against takeovers is not implemented based on the recommendation of the Determination Committee and the Determination Period has expired, if the Purchaser is going to make the Purchase under circumstances different from the facts and circumstances based on which the recommendation was made, the Purchaser must provide a new Statement of Intent to the Board of Directors.

(vii) Respect for recommendations of the Determination Committee and resolutions of the Special Independent Committee by the Board of Directors

The Board of Directors will respect to the fullest extent the recommendations of the Determination Committee made in accordance with 3. (4) (i) or (vi) above. With respect to the implementation of countermeasures against takeovers (the specific content of such measures is described in 3. (5) below), if the Determination Committee recommends implementation, the Board of Directors will approve conditional implementation subject to the approval of the Special Independent Committee as a condition precedent, and will decide to implement such countermeasures upon obtaining such approval from the Special Independent Committee. On the other hand, if the Determination Committee recommends non-implementation, or if the Special Independent Committee does not approve implementation, the Board of Directors will decide not to implement any countermeasures against takeovers based solely on a resolution of the Board of Directors without a resolution approving the implementation of countermeasures against takeovers at a general meeting of shareholders.

Upon making such decision, the Board of Directors will disclose the summary of the decision and other matters as deemed appropriate by the Board of Directors promptly after the decision.

If the Determination Committee recommends non-implementation, or if the Special Independent Committee does not approve implementation, the Board of Directors will promptly convene a general meeting of shareholders. In the former case, the Board of Directors will leave to the shareholders the decision on whether to accept or reject the takeover or the alternative proposal, and in the latter case, the Board of Directors will leave to the shareholders the decision on whether countermeasures against takeovers should be implemented.

If the Purchaser fails to follow the procedures under the Plan and proceeds with the Purchase, the Board of Directors may implement countermeasures against takeovers without waiting for a recommendation by the Determination Committee.

(viii) Admissibility and adequacy of the Plan

1) Meeting of the requirements under guidelines concerning countermeasures against takeovers

The Plan conforms to (1) the three principles provided for in the Guidelines Regarding Takeover Defense for the Purposes of Protection and Enhancement of Corporate Value and Shareholders' Common Interests issued by the Ministry of Economy, Trade and Industry and the Ministry of Justice on May 27, 2005 (i.e., principle of protecting and enhancing corporate value and shareholders' common interests, principle of prior disclosure and shareholders' will, and principle of ensuring the necessity and reasonableness), (2) the "Takeover Defense Measures in Light of Recent Environmental

Changes” issued on June 30, 2008 by the Corporate Value Study Group established within the Ministry of Economy, Trade and Industry and (3) the “Guidelines for Corporate Takeovers: Towards Enhancing Corporate Value and Securing Shareholders’ Interests” issued by the Ministry of Economy, Trade and Industry on August 31, 2023.

2) Emphasis on shareholders' will

As stated in 3. (6) below, the Company will confirm the shareholders' will with respect to the introduction (adoption) of the Plan, which supplements and updates the Original Plan at the 66th Ordinary General Meeting of Shareholders to be held in June 2026.

In addition, even before the expiration of the effective term of the Plan, if a proposal to abolish the Plan is approved at a general meeting of shareholders of the Company, the Plan will be abolished at that time.

Further, since the directors of the Company, whose term of office is one year, are elected at an ordinary general meeting of shareholders every year, and the Board of Directors can decide to abolish the Plan, the shareholders of the Company can also indirectly abolish the Plan at their discretion through the election of directors every year.

In such manners, the introduction, continuation and abolition of the Plan reflect the shareholders' will.

3) Establishment of objective requirements

As described in 3. (4) (i) 1) to 6) above, the Plan is designed to be implemented only if reasonable and objective requirements are met.

4) The Plan is not a dead-hand or slow-hand type takeover defense measure

Since a majority vote is required when the Board of Directors decides whether to implement countermeasures against takeovers, if half or more of the directors comprising the Board of Directors are replaced at a general meeting of shareholders, it is impossible for the minority of directors to implement the Plan. Therefore, the Plan does not constitute an unjustified dead-hand type takeover defense measure.

In addition, since all directors of the Company are elected at an ordinary general meeting of shareholders every year, all directors can be replaced. Therefore, the Plan does not constitute an unjustified slow-hand type takeover defense measure.

(5) Details of countermeasures against takeovers

The countermeasures against takeovers described in 3. (4) above consists of a gratis allotment of share options (“Share Options under the Plan”) under Article 277 of the Companies Act as described below.

(i) Shareholders subject to the allotment of Share Options under the Plan

The Board of Directors will separately set the Effective Date of Gratis Allotment (meaning the date on which the shareholders to whom share options are allotted free of charge become holders of the share options, that is, the date on which the gratis allotment of share options takes effect) in accordance with Article 278, Paragraph (3) and Paragraph (1), Item (iii) of the Companies Act, and will give notice, without delay after that date, to the shareholders who are entered or recorded on the latest register of shareholders of the Company as of that date in accordance with Article 279, Paragraph (2) of the Companies Act, stating that one Share Option under the Plan is allotted to each share held by the shareholders (excluding treasury shares).

(ii) Total number of Share Options under the Plan to be allotted

The maximum number of Share Options under the Plan to be allotted is the final total number of issued shares (excluding treasury shares) as of the Effective Date of Gratis Allotment.

(iii) Class and number of shares subject to Share Options under the Plan

Shares subject to Share Options under the Plan are common shares in the Company, and one common share will be issued per Share Option under the Plan, unless otherwise adjusted.

(iv) Price of Share Options under the Plan

Free of charge.

(v) Amount to be paid in upon exercise of Share Options under the Plan

The amount to be paid in per share delivered upon exercise of a Share Option under the Plan is 1 yen.

(vi) Final day (last day) of the exercise period of Share Options under the Plan

The Board of Directors will set the Effective Date of Gratis Allotment in accordance with Article 278, Paragraph (3) and Paragraph (1), Item (iii) of the Companies Act, and will give notice, without delay after that date, to the shareholders to whom share options are allotted free of charge in accordance with Article 279, Paragraph (2) of the Companies Act. Since Paragraph (3) of the said Article 279 provides that the final day (last day) of the exercise period of share options shall be at least two weeks from the date of delivery of the notice, the final day (last day) of the exercise period of Share Options under the Plan shall be a date that is at least two weeks from the Effective Date of Gratis Allotment.

(vii) Cancellation of the allotment of Share Options under the Plan

As stated above, the deadline for the Determination Committee to recommend that the Board of Directors cancel the implementation of the Plan under 3. (4) (v) a) or b) above shall be four business days prior to the Effective Date of Gratis Allotment, and the deadline for the Board of Directors to cancel the gratis allotment based on such recommendation of the Determination Committee shall be three business days prior to the Effective Date of Gratis Allotment.

(viii) Conditions precedent to the exercise of Share Options under the Plan (Criteria of persons who are not recognized as eligible to exercise share options)

In general, persons listed in (a) to (f) below may not exercise Share Options under the Plan. Further, in general, non-residents who are required to follow prescribed procedures for exercising Share Options under the Plan under applicable laws and regulations in Japan or foreign countries may not exercise Share Options under the Plan. The Company is not expecting to deliver money in order to acquire the share options held by the Purchaser.

	Person who may not exercise	Meanings (hereinafter, the “Act” means the Financial Instruments and Exchange Act)
(a)	Specified Large Volume Holder	A holder of Share Certificates, etc. issued by the Company, who is found by the Board of Directors to have a Holding Ratio of Share Certificates, etc. of 20% or more in respect of such Share Certificates, etc.
(b)	Joint Holder of (a)	A “Joint Holder” as defined in Article 27-23, Paragraph (5) of the Act, including any person who is deemed as a Joint Holder under Paragraph (6) of that Article.
(c)	Specified Large-Scale Purchaser	A person who gives public notice for commencing a tender offer concerning a Purchase, etc. (meaning a “Purchase, etc.” as defined in Article 27-2, Paragraph (1) of the Act, the same applies hereinafter) of Share Certificates, etc. (meaning “Share Certificates, etc.” as defined in that Paragraph, the same applies hereinafter) issued by the Company by way of a tender offer (TOB), and whose Holding Ratio of Share Certificates, etc. after such Purchase, etc. will be 20 % or more when totaling with the Holding Ratio of Share Certificates, etc. of Persons in Special Relationship with such person.
(d)	Persons in Special Relationship with (c)	“Persons in Special Relationship” as defined in Article 27-2, Paragraph (7) of the Act (for those who are listed in Item (i) of the said Paragraph, excluding those set forth in Article 3, Paragraph (1) of the Cabinet Office Order on Disclosure Required for Tender Offer for Share Certificates by Persons Other Than Issuers); the same applies hereinafter.

(e)	Any person who has acquired or succeeded to Share Options under the Plan from any of the persons set forth in (a) to (d) above without the approval of the Board of Directors	
(f)	Any related person of the persons set forth in (a) to (e) above	A “related person” means a person, as recognized by the Board of Directors, who substantially controls, is controlled by, or is under common control with, a person under any of (a) to (e) above or is acting in concert with such person.

(ix) Restrictions on transfer of Share Options under the Plan

A transfer of Share Options under the Plan is subject to the approval of the Board of Directors. In other words, any transfer of Share Options under the Plan without the approval of the Board of Directors is not effective against the Company.

(x) Events of, and conditions precedents to, the cancellation of Share Options under the Plan

Since the Company is not entitled under laws and regulations (Article 278, Paragraph (2) of the Companies Act) to receive a gratis allotment of Share Options under the Plan, the Plan does not provide for the conditions precedents to the cancellation of Share Options under the Plan under Article 276 of the Companies Act.

In order to amend the Plan, including an addition of a provision to the effect that the Company may acquire Share Options under the Plan in exchange for shares in the Company (call clause), the Company must obtain the approval of our shareholders at a general meeting of shareholders as stated below.

(6) Effective term of the Plan and procedures for introduction, continuation, amendment, and abolition of the Plan

The introduction, continuation, or amendment of the Plan must be approved at a general meeting of shareholders of the Company by an ordinary resolution under Article 309, Paragraph (1) of the Companies Act (a resolution passed by a majority of the votes of the shareholders present at a meeting of shareholders at which the shareholders holding a majority of the votes of the shareholders who are entitled to vote are present) in accordance with Article 47, Paragraph 3 of the Articles of Incorporation, notwithstanding the provision of Article 16, Paragraph 1 of the Articles of Incorporation.

The effective term of the Plan is through the close of the ordinary general meeting of shareholders to be held with respect to the last fiscal year that ends within three years after the introduction, continuation, or amendment of the Plan is approved by an ordinary resolution (Article 309, Paragraph (1) of the Companies Act) in accordance with Article 47, Paragraph 3 of the Articles of Incorporation at a general meeting of shareholders of the Company.

More specifically, if the introduction (adoption) of the Plan, which supplements and updates the Original Plan, is approved at the 66th Ordinary General Meeting of Shareholders to be held in June 2026, the Plan will remain effective, unless any procedures to amend or abolish the Plan are taken thereafter, through the close of the ordinary general meeting of shareholders to be held in June 2029.

However, even before the expiration of the effective term, if (a) a proposal to abolish the Plan is approved at a general meeting of shareholders of the Company, or (b) a resolution to abolish the Plan is adopted by the Board of Directors consisting of directors elected at a general meeting of shareholders, the Plan will be abolished at that time.

In addition, any amendment to the Plan requires the approval by an ordinary resolution (Article 309, Paragraph (1) of the Companies Act) in accordance with Article 47, Paragraph 3 of the Articles of Incorporation, and if the Plan is amended during the effective term of the Plan, the amended Plan remains effective through the close of the ordinary general meeting of shareholders to be held

with respect to the last fiscal year that ends within three years after such amendment of the Plan is approved by an ordinary resolution (Article 309, Paragraph (1) of the Companies Act) in accordance with Article 47, Paragraph 3 of the Articles of Incorporation at a general meeting of shareholders of the Company.

The Company plans to submit a proposal for the introduction (adoption) of the Plan, which supplements and updates the Original Plan, of the Plan to the next ordinary general meeting of shareholders, i.e., the 66th Ordinary General Meeting of Shareholders.

Further, the Company will review or consider amending the Plan as necessary from the perspective of enhancing the corporate value and in turn, the common interests of our shareholders, taking into account the revision and development of related laws and regulations as well as court judgments and precedents, and the outcome of such review or consideration will be presented as a proposal at a general meeting of shareholders of the Company.

The Company will also promptly disclose material facts or information relating to the Plan and any other matters as deemed appropriate by the Board of Directors, the Determination Committee or the Special Independent Committee

(7) About the Determination Committee

Upon introduction of the Plan, the Company established the Corporate Value Determination Committee (referred to as the “Determination Committee” as already mentioned above) consisting exclusively of persons independent from the Board of Directors in order to avoid any arbitrary judgments by the Board of Directors on whether to implement the Plan and other related matters.

The Determination Committee consists of three or more members from outside experts well-versed in the theory and practice of corporate management or corporate acquisitions (such as company managers, ex-government officials, attorneys, certified public accountants, and academics).

The name and brief biography of each of the current members of the Determination Committee is shown in (Exhibit 1).

In principle, a resolution of the Determination Committee is adopted by a majority of members at a meeting where all members are present. However, under unavoidable circumstances, a resolution may be adopted by a majority of members present at a meeting where a majority of members are present.

The Determination Committee will make a report on its determination process and disclose the report in a timely manner.

(8) About the Special Independent Committee

Upon introduction of the Plan, which supplements and updates the Original Plan, the Company will establish the Special Independent Committee consisting solely of the outside directors of the Company, as the final safeguard to eliminate any arbitrary judgments by the Board of Directors of the Company in the event that the Determination Committee recommends the implementation of countermeasures against takeovers and the Board of Directors implements such countermeasures based on such recommendation.

The Special Independent Committee will consist of all outside directors of the Company. As of now, all of the outside directors are expected to assume office, subject to the condition precedent of approval of their election at the next ordinary general meeting of shareholders and other necessary matters.

In principle, a resolution of the Special Independent Committee is adopted by a majority of the members at a meeting where all members are present. However, under unavoidable circumstances, a resolution may be adopted by a majority of the members present at a meeting where a majority of the members are present.

The Special Independent Committee will make a report on its determination process and disclose the report in a timely manner.

(9) Impact on shareholders and investors

(i) If the Purchaser fails to follow the above procedures under the Plan

If the Purchaser fails follow the procedures under the Plan described in 3. (2) above, such as submitting the Statement of Intent, the purchase will be deemed to be an Unjust Hostile Takeover.

(ii) Impact on shareholders and investors upon introduction of the Plan

Unless countermeasures against takeovers is implemented, Share Options under the Plan will not be issued. Therefore, the introduction of the Plan does not directly provide any specific impact on the rights and economic interests of our shareholders and investors.

(iii) Impact on shareholders and investors upon gratis allotment of Share Options under the Plan

If a resolution to implement countermeasures against takeovers and conduct a gratis allotment of Share Options under the Plan to our shareholders is adopted, one Share Option under the Plan will be allotted free of charge to each of shares held by the shareholders who are entered or recorded on the latest register of shareholders of the Company as of the Effective Date of Gratis Allotment.

If a shareholder to whom Share Options under the Plan have been allotted fails to follow the procedures set forth in 3. (9) (iv) 3) below during the exercise period for the allotted Share Options under the Plan, the shares held by such shareholder in the Company will be diluted (a decrease in the percentage of shares held by such shareholder in the Company) as a result of the exercise of Share Options under the Plan by other shareholders (provided, however, that if the Company is able to acquire such Share Options under the Plan in exchange for shares in the Company and the Company implements the procedures for such acquisition, such shareholder receives shares in the Company as consideration for acquisition of such Share Options under the Plan by the Company without completing the procedures described in 3. (9) (iv) 3) below and no dilution will be caused to such shareholder's shares in the Company).

(iv) Procedures required to be taken by shareholders in connection with the issuance of Share Options under the Plan by way of allotment to shareholders

1) The latest register of shareholders as of the Effective Date of Gratis Allotment

If the Board of Directors resolves to implement countermeasures against takeovers and conduct a gratis allotment of Share Options under the Plan to shareholders, the Board of Directors will set the Effective Date of Gratis Allotment and give public notice thereof. Our shareholders are asked to confirm completion of the necessary procedures at the Japan Securities Depository Center through their account management institutions (such as securities companies) respectively by the final day (last day) of the exercise period of Share Options under the Plan stated in the notice to the shareholders and public notice.

2) Procedures for application for Share Options under the Plan

Under the Plan, Share Options under the Plan will be allotted to our shareholders by way of a gratis allotment of share options under Article 277 of the Companies Act, and the shareholders entered or recorded on the latest register of shareholders as of the Effective Date of Gratis Allotment will automatically become holders of share options on the Effective Date of Gratis Allotment without making an application therefor.

3) Procedures for exercising the Share Options under the Plan

After the Effective Date of Gratis Allotment, the Company will, without delay, give notice to all the shareholders who are entered or recorded on the latest register of shareholders as of the Effective Date of Gratis Allotment concerning the details of Share Options under the Plan and send an exercise request form (in a form designated by the Company, including a letter of pledge to the effect that the shareholder is not a Specified Large Volume Holder) and other documents necessary to exercise the Share Options under the Plan.

Upon submission of these necessary documents and payment of 1 yen per Share Option under the Plan by the final day (last day) for exercising Share Options under the Plan separately designated by the Board of Directors, one common share in the Company will be issued per Share Option under the Plan.

If the Company provides, in accordance with the laws and regulations, that the Company may acquire Share Options under the Plan in exchange for shares in the Company, and the Company implements the procedures for such acquisition, the shareholders holding the Share Options under the Plan that are subject to such acquisition as determined by the Board of Directors will receive shares in the Company as consideration for the acquisition of the Share Options under the Plan by the Company without payment of their exercise price (in such case, each such shareholder may be separately requested to submit a written statement in a form designated by the Company pledging that he/she is not a Specified Large Volume Holder).

(Exhibit 1)

Career Summary of Corporate Value Determination Committee Members

As of May 13, 2026

Hiroyuki Ozaki		
March 1984		: Graduated from 2nd Program, Faculty of Law, the University of Tokyo
April 1984	- May 1993	: Nomura Securities Co., Ltd.
	(May 1990	: MBA, New York University)
June 1993	- August 1995	: Morgan Stanley Japan Limited
September 1995	- April 1997	: Goldman Sachs (Japan) Ltd.
May 1997	- May 2001	: Executive Officer, General Manager, Sales Division, Goldman Sachs Investment Trust (Japan) Ltd.
May 2001	- August 2002	: General Manager, Bio Business Preparation Office, Softbank Investment Co., Ltd.
August 2002	- January 2004	: Managing Director, Biovision Capital Co., Ltd.
April 2004	- May 2005	: Director, DनावेC Corporation (Gene therapy venture)
	(March 2005	: Completed doctoral course, Waseda University Graduate School and gained doctorate (research)
May 2005	- March 2015	: Professor, Entrepreneurship Program, Tokyo University of Technology Graduate School
June 2012	- June 2016	: Outside Audit & Supervisory Board Member, the Company
April 2015	- Present	: Professor, Graduate School of Business Administration, Kobe University
April 2016	- Present	: Professor, Graduate School of Science, Technology and Innovation, Kobe University
April 2025	- Present	: Senior Research Fellow (Professor), Waseda University, Institute for Business and Finance (current position)
Nobuyuki Isagawa		
March 1989		: Graduated from School of Business Administration, Kobe University
April 1989	- March 1993	: New Japan Securities Co., Ltd. (currently Mizuho Securities Co., Ltd.)
April 1993	- March 1995	: Doctoral Program, Graduate School of Business Administration, Kobe University
April 1995	- March 1997	: Assistant, School of Business Administration, Kobe University
April 1997	- March 2007	: Associate Professor, Graduate School of Business Administration, Kobe University
April 2007	- March 2016	: Professor, Graduate School of Business Administration, Kobe University
April 2016	- Present	: Professor, Graduate School of Management, Kyoto University (current position)
	(2000	: PhD (Management), Kobe University)
Satoshi Hiyama		
March 1996		: Graduated from the Faculty of Law, Kyoto University
April 1996		: Judicial Apprentice (50th term)
April 1998		: Appointed as Assistant Judge, Tokyo District Court
April 2000		: Assigned to the Civil Affairs Bureau, General Secretariat of the Supreme Court of Japan
April 2002		: Assistant Judge, Tokyo District Court
April 2003		: Assistant Judge, Kokura Branch, Fukuoka District Court
August 2004		: Registered as an attorney
March 2018	- Present	: Substitute Company Auditor, DIC Corporation (current position)
June 2018	- Present	: Company Auditor, Artnature Inc. (current position)
May 2020	- Present	: Representative Partner, Hiyama & Saga Law Offices (current position)

End

(Exhibit 2)

Major shareholders (Top 10) as of March 31, 2026

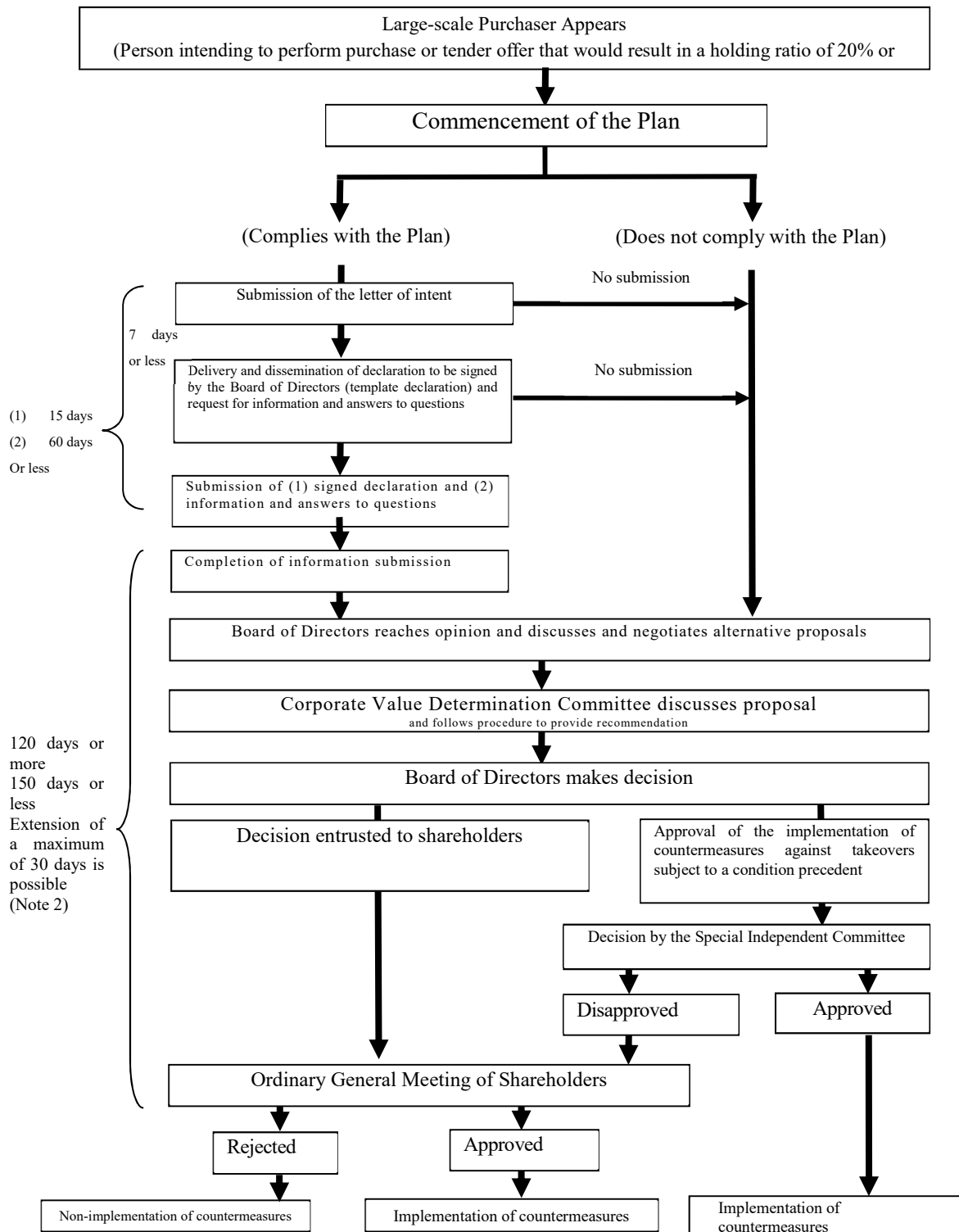
Name	Number of shares held	Shareholding ratio (%)
Minimal Corporation	6,194,173	20.61
The Master Trust Bank of Japan, Ltd. (Trust Account).	2,611,500	8.69
FUJICCO Co., Ltd	1,500,643	4.99
FSK CO., LTD.	1,021,863	3.40
MUFG Bank, Ltd.	895,140	2.97
SUMITOMO LIFE INSURANCE COMPANY	854,000	2.84
Nippon Life Insurance Company	550,919	1.83
Sumitomo Mitsui Banking Corporation	494,887	1.64
FUJICCO employee stock ownership association	371,220	1.23
Kato Sangyo Co., Ltd.	322,282	1.07
Total	14,816,627	49.30

(Note) Shareholding ratio was calculated including the number of treasury stock.

End

(Exhibit 3)

Flow Chart in Case of Commencement of Large-Scale Purchase



1. The above flow chart is a reference material for the purpose of making it simpler to understand the Plan. It does not necessarily show all the procedures. Please read the main text for details of the Plan.
2. Where the matter is not referred to a general meeting of shareholders, the period shall, in principle, be 60 days or 90 days. However, if the Corporate Value Determination Committee recognizes that there are special and reasonable circumstances, such period may be extended by up to 30 days. (The Determination Period may be further extended.)