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Securities code: 2216

March 9, 2023

Commencement date of measures for electronic provision: March 3, 2023

To Shareholders with Voting Rights:

Kazuyasu Misu
Representative Director
Kanro Inc.
3-20-2 Nishishinjuku, Shinjuku-ku,
Tokyo, Japan

**NOTICE OF
THE 73RD ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 73rd Ordinary General Meeting of Shareholders of Kanro Inc. (the “Company”) will be held as described below.

In convening this General Meeting of Shareholders, the Company has taken measures to provide information electronically. Matters subject to the measures for electronic provision are posted in the “Notice of the 73rd Ordinary General Meeting of Shareholders” on the following website on the Internet.

The Company’s website: <https://www.kanro.co.jp/ir/stock/meeting/#meeting> (in Japanese only)

In addition to the above, information is also posted on the following website on the Internet.

Tokyo Stock Exchange, Inc. website:

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

Please go to the above website, enter either the Company’s name or securities code in the designated Search bar, and select “Basic information,” followed by “Documents for public inspection/PR information” in order to view the information provided.

If you are unable to attend the meeting, you may exercise your voting rights in advance in writing or via the Internet. Please review the Reference Documents for the General Meeting of Shareholders provided in the matters subject to the measures for electronic provision, and exercise your voting rights no later than 5:45 p.m. on Monday, March 27, 2023, Japan time, following the guidance provided below.

- 1. Date and Time:** Tuesday, March 28, 2023 at 10:00 a.m. Japan time
- 2. Place:** Cosmo Room, 13th Floor, The Nakano Sunplaza,
4-1-1 Nakano, Nakano-ku, Tokyo, Japan
(Souvenirs for meeting attendees will be canceled this year.)
- 3. Meeting Agenda:**
Matters to be reported: Business Report and Non-consolidated Financial Statements for the Company’s 73rd Fiscal Year (January 1, 2022 - December 31, 2022)

Proposals to be resolved:

Proposal 1: Election of Six (6) Directors

Proposal 2: Election of Three (3) Audit & Supervisory Board Members

- Reference Documents for the General Meeting of Shareholders are also sent to shareholders who have not requested a paper copy.
- The following matters are excluded from the documents sent to shareholders who have requested the paper copy, pursuant to the provisions of laws and regulations and Article 18 of the Company's Articles of Incorporation. Accordingly, these documents form part of the documents audited by the Audit & Supervisory Board Members and the Accounting Auditor when preparing the Audit Report.
 - Notes to Non-consolidated Financial Statements
- In the event of any revision to the matters subject to the measures for electronic provision, the revision will be posted on each of the designated websites.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Six (6) Directors

The terms of office for all seven (7) Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the reelection of five (5) Directors and the new election of one (1) Director.

The candidates for Director are as follows.

No.	Name (age)	Current positions at the Company	Attendance at the Board of Directors meetings	Term of office as Director (years)
1	Tetsuya Murata (53) [Reappointment]	President and CEO	100% (10/10)	1
2	Toyoshige Mizuta (63) [Reappointment]	Director Senior Managing Executive Officer	100% (14/14)	6
3	Kazuhiro Abe (54) [Reappointment]	Director Managing Executive Officer	100% (14/14)	4
4	Takanobu Yoshida (66) [Reappointment] [Outside] [Independent]	Director	100% (14/14)	7
5	Hiromi Horie (66) [Reappointment] [Outside] [Independent]	Director	100% (14/14)	2
6	Yoshikazu Ito (63) [New appointment] [Outside] [Independent]	–	–	–

[Outside] Candidate for Outside Director

[Independent] Candidate for independent director: Candidate for independent director as stipulated by Tokyo Stock Exchange, Inc.


- Notes:
1. There is no special interest between each candidate for Director and the Company.
 2. Mr. Takanobu Yoshida, Ms. Hiromi Horie, and Mr. Yoshikazu Ito are candidates for Outside Director.
 3. Mr. Takanobu Yoshida, Ms. Hiromi Horie, and Mr. Yoshikazu Ito are registered as independent directors with the Tokyo Stock Exchange.
 4. The term of office of Mr. Takanobu Yoshida as Outside Director of the Company will be seven years, and the term of office of Ms. Hiromi Horie as Outside Director of the Company will be two years, at the conclusion of this Ordinary General Meeting of Shareholders.
 5. The Company has entered into an agreement with Outside Directors to limit their liability for damages as stipulated in Article 423, Paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, Paragraph 1 of the same act. The limit of liability for damages under the agreement shall be the minimum amount of liability as set forth under Article 425, Paragraph 1 of the same act. The Company intends to enter into or renew the agreement with


Mr. Takanobu Yoshida, Ms. Hiromi Horie, and Mr. Yoshikazu Ito if their elections are approved and resolved.


6. The Company has entered into a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act designating its Directors as insured persons. The contract covers damage that may arise as a result of the insured persons assuming responsibilities for the execution of his/her duties or receiving claims related to the pursuit of such responsibilities, and the insurance premiums are fully borne by the Company. However, there are certain exemptions such as the case where any damage caused by willful misconduct or gross negligence will not be covered. If each candidate assumes office as Director, he or she will become an insured person under the insurance contract, and the Company will renew the insurance contract during their terms of office.


No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	 <p>Tetsuya Murata</p> <p>[Date of birth] October 11, 1969 (Age: 53)</p> <p>[Reappointment]</p> <p>[Term of office as Director] 1 year</p> <p>[Attendance at the Board of Directors meetings] 10/10 (100%)</p>	<p>April 1992 Joined Mitsubishi Corporation</p> <p>July 2011 Seconded to Life Corporation</p> <p>March 2012 Executive Officer and General Manager of Metropolitan Area Store Support Div.</p> <p>September 2013 Executive Officer and General Manager of Metropolitan Area Store Div.</p> <p>April 2015 Senior Executive Officer, Deputy General Manager of Metropolitan Area Sales Div. and General Manager of Metropolitan Area Store Div.</p> <p>February 2016 Living Essential Resources Div. of Mitsubishi Corporation</p> <p>April 2016 General Manager of Strategy & Planning Office of Fresh Food</p> <p>April 2018 General Manager of Food Distribution Dept. of Living Essential Distribution Div.</p> <p>March 2019 Outside Director of Kanro Inc.</p> <p>April 2019 General Manager of Food Distribution Dept. of Healthcare & Food Distribution Div., Mitsubishi Corporation</p> <p>April 2020 General Manager of Food Distribution Dept. and General Manager of Food Distribution DX Office of Logistics & Food Distribution Div., Mitsubishi Corporation</p> <p>April 2021 General Manager of Food Distribution Dept., General Manager of Paper & Packaging Dept., and General Manager of Food Distribution DX Office of Logistics & Food Distribution Div., Mitsubishi Corporation</p> <p>July 2021 Executive Officer in charge of Global Business and Future Business of Kanro Inc. (resigned as Outside Director of Kanro Inc. as of June 30, 2021)</p> <p>January 2022 Executive Officer, Division COO of Global Business Div., Division COO of Future Design Business Div., and Division COO of Corporate Planning Div.</p> <p>March 2022 Director, Executive Officer, Division COO of Global Business Div., Division COO of Future Design Business Div., and Division COO of Corporate Planning Div.</p> <p>January 2023 President, CEO and Chief Compliance Officer (current position)</p>	-
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Tetsuya Murata has a wide range of insights through his wealth of business experience at Mitsubishi Corporation, and is currently serving as President and CEO of the Company. The Company proposes to reelect him as Director in order to have him drive further growth of the Company toward the realization of Kanro Vision 2030.</p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	 <p>Toyoshige Mizuta</p> <p>[Date of birth] May 29, 1959 (Age: 63)</p> <p>[Reappointment]</p> <p>[Term of office as Director] 6 years</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p>	<p>April 1983 Joined the Company</p> <p>April 2005 Branch Manager of Hiroshima Branch</p> <p>October 2007 General Manager of National Account Dept.</p> <p>October 2009 Branch Manager of Osaka Branch</p> <p>April 2013 General Manager of Sales Dept. of Sales Div.</p> <p>March 2014 Executive Officer, Division COO of Sales Div. and General Manager of Sales Dept.</p> <p>January 2016 Managing Executive Officer and Division COO of Sales Div.</p> <p>March 2017 Director, Managing Executive Officer and Division COO of Sales Div.</p> <p>January 2019 Director, Senior Managing Executive Officer and Division COO of Sales Div.</p> <p>January 2021 Director, Senior Managing Executive Officer and Sales Div. and Marketing Div. Officer</p> <p>January 2022 Director, Senior Managing Executive Officer and Division COO of Marketing Div.</p> <p>January 2023 Director, Senior Managing Executive Officer, Division COO of Global Business Div., and Division COO of Marketing Div. (current position)</p>	2,200
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Toyoshige Mizuta held the positions of General Manager of National Account Dept., Branch Manager of Osaka Branch, General Manager of Sales Dept., and Division COO of Sales Div., and currently serves as Director, Senior Managing Executive Officer, Division COO of Global Business Div., and Division COO of Marketing Div. He has in-depth knowledge on overall management and sales and marketing operations. Accordingly, the Company proposes to reelect him as Director.</p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	 <p>Kazuhiro Abe</p> <p>[Date of birth] November 20, 1968 (Age: 54)</p> <p>[Reappointment]</p> <p>[Term of office as Director] 4 years</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p>	<p>April 1991 Joined Mitsubishi Corporation</p> <p>May 2001 Seconded to Mitsubishi Corporation (UK) Limited</p> <p>May 2006 Energy Business Group Controller Office of Mitsubishi Corporation</p> <p>December 2010 Seconded to Mitsubishi Corporation Financial & Management Services (Japan) Ltd.</p> <p>June 2013 Director of Mitsubishi Corporation (Guangzhou) Ltd.</p> <p>June 2016 Audit & Supervisory Board Members' Office of Mitsubishi Corporation</p> <p>January 2019 Managing Executive Officer, CFO, Division COO of Finance & Accounting Div. of Kanro Inc.</p> <p>March 2019 Director, Managing Executive Officer, CFO, Division COO of Finance & Accounting Div. of Kanro Inc. (current position)</p>	-
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Kazuhiro Abe worked at Mitsubishi Corporation and currently serves as Director, Managing Executive Officer, CFO, Division COO of Finance & Accounting Div. at the Company. He has in-depth knowledge on overall management and finance and accounting operations. Accordingly, the Company proposes to reelect him as Director.</p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	 <p>Takanobu Yoshida</p> <p>[Date of birth] February 18, 1957 (Age: 66)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Term of office as Director] 7 years</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p>	<p>April 1979 Joined The Procter & Gamble Company of Japan Limited Served as District Manager of Tokyo, RBDM, and other positions</p> <p>July 1998 Sales Director, TAG Heuer Japan K.K., Group of LVMH</p> <p>January 2001 Vice President, Sales, Johnson & Johnson K.K.</p> <p>January 2007 Vice President, Sales, Hill's-Colgate (Japan) Co., Ltd.</p> <p>October 2012 Vice President, Sales, Danone Japan Co., Ltd.</p> <p>June 2015 Representative Director, Yoshida C&M K.K. (current position)</p> <p>March 2016 Outside Director of Kanro Inc. (current position)</p> <p>[Significant concurrent position] • Representative Director, Yoshida C&M K.K.</p>	—
<p>[Reason for nomination as candidate for Outside Director and outline, etc. of expected role] Mr. Takanobu Yoshida held the positions of Vice President, Sales at Danone Japan Co., Ltd. and other companies and has a wide range of insights through extensive business experience in the sales and marketing fields. In the expectation that he will provide useful suggestions for the Company's management and appropriately oversee business execution from an objective and practical standpoint, the Company proposes to reelect him as Outside Director.</p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	 <p>Hiromi Horie</p> <p>[Date of birth] June 19, 1956 (Age: 66)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Term of office as Director] 2 years</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p>	<p>May 1988 Joined Levi Strauss Japan KK</p> <p>January 1992 Public Relations Senior Manager</p> <p>December 1999 Marketing Senior Manager</p> <p>March 2005 Retired from Levi Strauss Japan KK</p> <p>March 2005 Joined Starbucks Coffee Japan, Ltd. Public Affairs Division Manager</p> <p>December 2006 Marketing Division Manager</p> <p>August 2010 Executive Officer, Marketing Officer and Member of the Executive Management Committee</p> <p>May 2016 Outside Director of Adastria Co., Ltd. (current position)</p> <p>December 2016 Retired from Starbucks Coffee Japan, Ltd.</p> <p>March 2017 Brand Consultant and Representative Director of Haruka Inc. (current position)</p> <p>March 2021 Outside Director of Kanro Inc. (current position)</p> <p>[Significant concurrent positions] • Brand Consultant and Representative Director of Haruka Inc. • Outside Director of Adastria Co., Ltd.</p>	—
<p>[Reason for nomination as candidate for Outside Director and outline, etc. of expected role]</p> <p>Ms. Hiromi Horie has a wide range of insights through her wealth of business experience, having held the positions of department head and management executive at Levi Strauss Japan KK and Starbucks Coffee Japan, Ltd. before assuming office as Outside Director of Adastria Co., Ltd., while setting up her own company Haruka Inc. in 2017, at which she serves as Representative Director. In the expectation that she will provide useful suggestions for the Company's management and appropriately oversee business execution from an objective standpoint, the Company proposes to reelect her as Outside Director.</p>			


No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	 <p>Yoshikazu Ito</p> <p>[Date of birth] March 19, 1960 (Age: 63)</p> <p>[New appointment] [Outside] [Independent]</p> <p>[Term of office as Director] —</p> <p>[Attendance at the Board of Directors meetings] —</p>	<p>April 1983 Joined Ajinomoto Co., Inc.</p> <p>April 2005 Vice President of Ajinomoto U.S.A., Inc.</p> <p>October 2008 General Manager of Production & Technology Administration Center of Ajinomoto Co., Inc.</p> <p>July 2013 Corporate Fellow, General Manager of Kawasaki Administration & Coordination Office and General Manager of Kawasaki Plant</p> <p>July 2017 Representative Director & President of Knorr Foods Co., Ltd.</p> <p>April 2019 Senior Managing Director of Ajinomoto Food Manufacturing Co., Ltd.</p> <p>July 2020 Advisor of Ajinomoto Co., Inc.</p> <p>June 2021 Outside Director of Sakai Chemical Industry Co., Ltd. (current position)</p> <p>June 2022 Retired from Ajinomoto Co., Inc.</p> <p>[Significant concurrent position] • Outside Director of Sakai Chemical Industry Co., Ltd.</p>	—
<p>[Reason for nomination as candidate for Outside Director and outline, etc. of expected role]</p> <p>Mr. Yoshikazu Ito has experience and achievements in the field of production technology at Ajinomoto Co., Inc., and has held key senior positions at production bases in Japan and overseas. In addition, he has a wide range of insights through his wealth of business experience, having assumed offices as Representative Director & President of Knorr Foods Co., Ltd., a foods subsidiary of the Group, and Senior Managing Director of Ajinomoto Food Manufacturing Co., Ltd., a subsidiary foods manufacturer, and is currently serving as Outside Director of Sakai Chemical Industry Co., Ltd. In particular, in the expectation that he will provide useful suggestions for the Company's management, including advice on production management, plant operations, and investment decisions regarding the introduction of equipment, utilizing his past experience, and appropriately oversee business execution from an objective standpoint, the Company proposes to elect him as Outside Director.</p>			


Proposal 2: Election of Three (3) Audit & Supervisory Board Members

The terms of office of three (3) of the four (4) Audit & Supervisory Board Members currently in office will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the reelection of two (2) Audit & Supervisory Board Members and the election of one (1) Audit & Supervisory Board Member. If this proposal is approved and resolved, the number of Audit & Supervisory Board Members will be four (4).

The consent of the Audit & Supervisory Board has been obtained for this proposal.

The candidates for Audit & Supervisory Board Member are as follows.

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	 <p>Atsuhiko Kimura</p> <p>[Date of birth] February 4, 1958 (Age: 65)</p> <p>[New appointment] [Outside] [Independent]</p> <p>[Term of office as Audit & Supervisory Board Member] —</p> <p>[Attendance at the Audit & Supervisory Board meetings] —</p>	<p>April 1980 Joined Arthur Andersen & Company (currently KPMG AZSA LLC)</p> <p>May 1984 Registered as a Certified Public Accountant</p> <p>April 1987 Manager of Finance Department of Merrill Lynch</p> <p>February 1991 Vice President of Daiwa Securities America Inc.</p> <p>July 1995 Passed the U.S. Certified Public Accountant examination</p> <p>November 1996 Manager of Asahi & Co. (currently KPMG AZSA LLC)</p> <p>May 2001 Partner</p> <p>June 2005 Director & CFO of Nishimoto Trading Co., Ltd. (currently Nishimoto Co., Ltd.)</p> <p>March 2020 Director & Chairman of Audit & Supervisory Committee (current position) Scheduled to retire as Director of Nishimoto Co., Ltd. in March 2023</p>	—
<p>[Reason for nomination as candidate for Outside Audit & Supervisory Board Member] Mr. Atsuhiko Kimura has consistently engaged in financial accounting and the auditing business, utilizing his knowledge as a certified public accountant. He has a wide range of insights through his wealth of business experience, including governance and risk management as an Audit & Supervisory Committee Member, his appointment as CFO of an operating company, and his management of globally expanding business. The Company believes that he will properly perform his duties as Outside Audit & Supervisory Board Member of the Company and hence proposes to elect him as Outside Audit & Supervisory Board Member.</p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	 <p>Nobuko Hanano</p> <p>[Date of birth] October 6, 1968 (Age: 54)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Term of office as Audit & Supervisory Board Member] 4 years</p> <p>[Attendance at the Audit & Supervisory Board meetings] 14/14 (100%)</p>	<p>April 1991 Researcher, Management Research Department of Nomura Research Institute, Ltd.</p> <p>April 1999 Joined the Legal Training and Research Institute of Japan</p> <p>October 2000 Registered with Dai-ichi Tokyo Bar Association</p> <p>October 2000 Joined KOHWA SOHGOH LAW OFFICES</p> <p>October 2004 Partner, Attorney at Law (current position)</p> <p>March 2019 Audit & Supervisory Board Member of Kanro Inc. (current position)</p> <p>April 2020 Auditor of Drone Service Promotion Association (current position)</p> <p>June 2021 Outside Audit and Supervisory Board Member of Organo Corporation (current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Partner, Attorney at Law of KOHWA SOHGOH LAW OFFICES • Auditor of Drone Service Promotion Association • Outside Audit and Supervisory Board Member of Organo Corporation 	—
<p>[Reason for nomination as candidate for Outside Audit & Supervisory Board Member]</p> <p>Ms. Nobuko Hanano has cultivated legal knowledge and experience over many years as an attorney at law. Based on this, the Company believes that she will properly perform her duties as Outside Audit & Supervisory Board Member of the Company and hence proposes to elect her as Outside Audit & Supervisory Board Member.</p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	 <p>Ryoji Matsubara</p> <p>[Date of birth] December 20, 1965 (Age: 57)</p> <p>[Reappointment] [Outside]</p> <p>[Term of office as Audit & Supervisory Board Member] 2 years</p> <p>[Attendance at the Audit & Supervisory Board meetings] 14/14 (100%)</p>	<p>April 1989 Joined The Sumitomo Trust and Banking Co., Ltd.</p> <p>October 2001 Joined Mitsubishi Corporation</p> <p>April 2015 General Manager of Strategic Planning Office of Living Essential Resources Div., Living Essentials Group</p> <p>April 2016 Seconded to Itoham Yonekyu Holdings Inc. General Manager of PMI Implementation Office, Corporate Strategy Planning Dept.</p> <p>January 2017 General Manager of Corporate Strategy Planning Dept.</p> <p>April 2018 Executive Officer, General Manager of Corporate Strategy Planning Dept.</p> <p>April 2020 General Manager of Internal Control and Audit Unit, Consumer Industry Group CEO Office, Mitsubishi Corporation</p> <p>July 2020 General Manager of Internal Control and Audit Unit and General Manager of Corporate Strategy Unit, Consumer Industry Group CEO Office</p> <p>March 2021 Audit & Supervisory Board Member of Kanro Inc. (current position)</p> <p>April 2021 General Manager of Internal Control and Audit Unit, Consumer Industry Group CEO Office, Mitsubishi Corporation (current position)</p> <p>[Significant concurrent position]</p> <ul style="list-style-type: none"> • General Manager of Internal Control and Audit Unit, Consumer Industry Group CEO Office, Mitsubishi Corporation • Part-time Director of Mitsubishi Corporation Fashion Co., Ltd. 	—
<p>[Reason for nomination as candidate for Outside Audit & Supervisory Board Member]</p> <p>Mr. Ryoji Matsubara has a wide range of insights through his wealth of business experience at Mitsubishi Corporation and other companies. The Company believes that he will properly perform his duties as Outside Audit & Supervisory Board Member of the Company and hence proposes to elect him as Outside Audit & Supervisory Board Member.</p>			

- Notes: 1. There is no special interest between each candidate for Audit & Supervisory Board Member and the Company.
2. Mr. Atsuhiko Kimura, Ms. Nobuko Hanano, and Mr. Ryoji Matsubara are candidates for Outside Audit & Supervisory Board Members.
3. Mr. Atsuhiko Kimura and Ms. Nobuko Hanano are registered as independent auditors with the Tokyo Stock Exchange.
4. Mr. Ryoji Matsubara is a business executor of Mitsubishi Corporation, a specified associated company of the Company.
5. Mitsubishi Corporation is a major shareholder of the Company and conducts sales as the exclusive agency for the sales of the Company's products.
6. The term of office of Ms. Nobuko Hanano as Outside Audit & Supervisory Board Member of the Company will be four years at the conclusion of this Ordinary General Meeting of Shareholders. In addition, the term of office of Mr. Ryoji Matsubara as Outside Audit & Supervisory Board Member of the Company will be two years at the conclusion of this Ordinary General Meeting of Shareholders.

7. The Company has entered into an agreement with Audit & Supervisory Board Members to limit their liability for damages as stipulated in Article 423, Paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, Paragraph 1 of the same act. The limit of liability for damages under the agreement shall be the minimum amount of liability as set forth under Article 425, Paragraph 1 of the same act. The Company intends to enter into or renew the agreement with Mr. Atsuhiko Kimura, Ms. Nobuko Hanano, and Mr. Ryoji Matsubara if their elections are approved and resolved.
8. The Company has entered into a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act designating all of its Audit & Supervisory Board Members as insured persons. The contract covers damage that may arise as a result of the insured person assuming responsibilities for the execution of his/her duties or receiving claims related to the pursuit of such responsibilities, and the insurance premiums are fully borne by the Company. However, there are certain exemptions such as the case where any damage caused by willful misconduct or gross negligence will not be covered. If each candidate assumes office as Audit & Supervisory Board Member, he/she will become an insured person under the insurance contract, and the Company will renew the insurance contract during his/her terms of office.

(Reference) Skill Matrix of Directors and Audit & Supervisory Board Member

The basic concept of the Company with regard to the Board of Directors is to create a Board that consists of appropriate personnel by adding Outside Directors with extensive experience in the fields of marketing, branding, research, and manufacturing, while considering the balance of knowledge, experience and expertise associated with the business.

Furthermore, in addition to the knowledge and experience of each Director, in light of important business strategies, including the expansion of our business domains and ESG management that we have set forth in Kanro Vision 2030, we have added items necessary for the sustainable development of the Company and identified eight areas of skill.

This skill matrix will be reviewed as appropriate based on the external environment and the situation of the Company.

[Management structure if Proposal 1 and Proposal 2 are approved]

Name	Position and responsibilities	Independence	Areas expected by the Company							
			Corporate Management	Finance & Accounting	Governance	Research/Manufacturing	Marketing	Global	Digital	Sustainability
Tetsuya Murata	President, CEO and Chief Compliance Officer		○		○		○	○	○	○
Toyoshige Mizuta	Director, Senior Managing Executive Officer, Division COO of Global Business Division, and Division COO of Marketing Division		○		○		○	○	○	○
Kazuhiro Abe	Director, Managing Executive Officer, CFO, Division COO of Finance & Accounting Division		○	○	○			○		○
Takanobu Yoshida	Outside Director	○	○		○		○	○	○	○
Hiromi Horie	Outside Director	○	○		○		○	○	○	○
Yoshikazu Ito	Outside Director	○	○		○	○		○		○
Hideyuki Hada	Full-time Audit & Supervisory Board Member		○	○	○	○	○		○	○
Atsuhiko Kimura	Full-time Audit & Supervisory Board Member (Outside)	○	○	○	○			○		○
Nobuko Hanano	Outside Audit & Supervisory Board Member	○			○					○
Ryoji Matsubara	Outside Audit & Supervisory Board Member		○	○	○					○

* The above matrix does not represent each person's knowledge and experience in its entirety.

[Areas expected by the Company in detail]

Corporate management	Experience in corporate management	Marketing	Knowledge and experience in sales and branding in the manufacturing/sales industry
Finance & Accounting	Knowledge in the field of finance and accounting	Global	Experience in overseas business, overseas transactions, overseas assignments, etc.
Governance	Knowledge and experience in laws, compliance, etc.	Digital	Knowledge and experience in IT strategy and digital strategy
Research/Manufacturing	Knowledge and experience in R&D, manufacturing and quality in the manufacturing industry	Sustainability	Experience and knowledge in initiatives that contribute to sustainability management