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Securities code: 2216

March 8, 2024

Commencement date of measures for electronic provision: March 1, 2024

**To Shareholders with Voting Rights:**

Tetsuya Murata  
President and CEO  
Kanro Inc.  
3-20-2 Nishishinjuku, Shinjuku-ku,  
Tokyo, Japan

**NOTICE OF  
THE 74TH 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 74th 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 74th 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 Wednesday, March 27, 2024, Japan time, following the guidance provided below.

- 1. Date and Time:** Thursday, March 28, 2024 at 10:00 a.m. Japan time
- 2. Place:** Eminence Hall, 5th Floor, South Tower, Keio Plaza Hotel Tokyo,  
2-2-1 Nishishinjuku, Shinjuku-ku, Tokyo, Japan  
(Please note that the venue differs from the previous year.)  
(Souvenirs for meeting attendees will be canceled.)
- 3. Meeting Agenda:**  
**Matters to be reported:** Business Report and Non-consolidated Financial Statements for the Company’s 74th Fiscal Year (January 1, 2023 - December 31, 2023)

**Proposals to be resolved:**

- Proposal 1:** Election of Seven (7) Directors
  - Proposal 2:** Election of One (1) Audit & Supervisory Board Member
  - Proposal 3:** Revision of Remuneration Amount for Directors
  - Proposal 4:** Granting of Retirement Benefits to Retiring Audit & Supervisory Board Members
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- 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 Seven (7) Directors

The terms of office for all six (6) 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 two (2) Directors.

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 (54) [Reappointment]	President and CEO	100% (14/14)	2
2	Kazuhiro Abe (55) [Reappointment]	Director Managing Executive Officer	100% (14/14)	5
3	Kazuhiro Ishikawa (58) [New appointment]	Managing Executive Officer	–	–
4	Takanobu Yoshida (67) [Reappointment] [Outside] [Independent]	Director	100% (14/14)	8
5	Hiromi Horie (67) [Reappointment] [Outside] [Independent]	Director	100% (14/14)	3
6	Yoshikazu Ito (64) [Reappointment] [Outside] [Independent]	Director	100% (10/10)	1
7	Tomohisa Ota (57) [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. Tomohisa Ota concurrently serves as the Representative of TC Consulting LLC, and previously worked at Mizuho Research & Technologies, Ltd. The Company engaged in transactions relating to systems consulting with both companies, but these transactions have now ended.
  3. Mr. Takanobu Yoshida, Ms. Hiromi Horie, Mr. Yoshikazu Ito, and Mr. Tomohisa Ota are candidates for Outside Director.
  4. Mr. Takanobu Yoshida, Ms. Hiromi Horie, Mr. Yoshikazu Ito, and Mr. Tomohisa Ota are registered as independent directors with the Tokyo Stock Exchange.
  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, Mr. Yoshikazu Ito, and Mr. Tomohisa Ota 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: 54)</p> <p>[Reappointment]</p> <p>[Term of office as Director] 2 years</p> <p>[Attendance at the Board of Directors meetings] 14/14 (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>April 2015    Senior Executive Officer, Deputy General Manager of Metropolitan Area Sales Div. and General Manager of Metropolitan Area Store Div.</p> <p>April 2016    General Manager of Strategy &amp; Planning Office of Fresh Food, Mitsubishi Corporation</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 2020    General Manager of Food Distribution Dept. and General Manager of Food Distribution DX Office of Logistics &amp; Food Distribution Div., Mitsubishi Corporation</p> <p>April 2021    General Manager of Food Distribution Dept., General Manager of Paper &amp; Packaging Dept., and General Manager of Food Distribution DX Office of Logistics &amp; Food Distribution Div.</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>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</p> <p>January 2024   President, CEO, Chief Compliance Officer and Sustainability Officer (current position)</p>	800
<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>Kazuhiro Abe</p> <p>[Date of birth] November 20, 1968 (Age: 55)</p> <p>[Reappointment]</p> <p>[Term of office as Director] 5 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 &amp; Management Services (Japan) Ltd.</p> <p>June 2013      Director of Mitsubishi Corporation (Guangzhou) Ltd.</p> <p>June 2016      Audit &amp; Supervisory Board Members' Office of Mitsubishi Corporation</p> <p>January 2019      Managing Executive Officer, CFO, Division COO of Finance &amp; Accounting Div. of Kanro Inc.</p> <p>March 2019      Director, Managing Executive Officer, CFO, Division COO of Finance &amp; 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 &amp; 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	
3		<p>April 1988      Joined Kanro Inc.</p> <p>July 2005      General Manager of National Account Dept.</p> <p>October 2007    General Manager of Sales Dept. of Sales Div.</p> <p>July 2009      General Manager of Development Planning Dept. of Development Div.</p> <p>January 2011    General Manager of Product Strategy Office of Marketing Headquarters Div.</p> <p>March 2014     Executive Officer and Division COO of New Business Div.</p> <p>September 2014 Executive Officer and Division COO of Development Div.</p> <p>January 2016    Executive Officer and SCM Promotion Dept. Officer</p> <p>January 2017    Managing Executive Officer, Cost-Cutting Officer, SCM Promotion Div. Officer and Quality Management Div. Officer</p> <p>January 2018    Managing Executive Officer and Division Deputy COO of Sales Div.</p> <p>January 2021    Managing Executive Officer and Division COO of Sales Div.</p> <p>January 2022    Managing Executive Officer and Division COO of Core Business Div. (current position)</p>	18,100	
	Kazuhiro Ishikawa			
	[Date of birth]	January 2016		
	August 26, 1965			
	(Age: 58)			
	[New appointment]	January 2017		
	[Term of office as Director]	January 2018		
	-	January 2021		
	[Attendance at the Board of Directors meetings]	January 2022		
-				
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Kazuhiro Ishikawa held the positions of General Manager of Sales Dept., General Manager of Development Planning Dept., Division COO of New Business Div., and Division COO of Development Div., and currently serves as Managing Executive Officer and Division COO of Core Business Div. He has in-depth knowledge on overall management and sales and marketing operations. Accordingly, the Company proposes to elect 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: 67)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Term of office as Director] 8 years</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p>	<p>April 1979      Joined The Procter &amp; 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 &amp; 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&amp;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&amp;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: 67)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Term of office as Director] 3 years</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p>	<p>May 1987      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: 64)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Term of office as Director] 1 year</p> <p>[Attendance at the Board of Directors meetings] 10/10 (100%)</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 &amp; Technology Administration Center of Ajinomoto Co., Inc.</p> <p>July 2013        Corporate Fellow, General Manager of Kawasaki Administration &amp; Coordination Office and General Manager of Kawasaki Plant</p> <p>July 2017        Representative Director &amp; 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>March 2023      Outside Director of Kanro Inc. (current position)</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 &amp; 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 reelect him as Outside Director.</p>			


No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	 <p>Tomohisa Ota</p> <p>[Date of birth] January 20, 1967 (Age: 57)</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 1991      Joined Mizuho Research &amp; Technologies, Ltd.</p> <p>April 2006      Account Manager of Corporate Strategy Department</p> <p>April 2021      Councilor, IT &amp; Systems Planning Department of Mizuho Financial Group, Inc.</p> <p>April 2021      Councilor, Corporate Banking Coordination Department of Mizuho Bank, Ltd.</p> <p>March 2022      Retired from Mizuho Research &amp; Technologies, Ltd.</p> <p>April 2022      Representative of TC Consulting LLC (current position)</p> <p>April 2022      Executive Officer of System Integrator Co., Ltd.</p> <p>March 2023      Executive Officer and General Manager of Business Strategy Division</p> <p>February 2024   Retired from System Integrator Co., Ltd.</p> <p>[Significant concurrent position] • Representative of TC Consulting LLC</p>	—
<p>[Reason for nomination as candidate for Outside Director and outline, etc. of expected role] Mr. Tomohisa Ota has a wide range of insights through his wealth of business experience, such as creating a DX consulting business and engaging in various activities in the IT industry, based on his IT-related practical experience that includes systems design and development, and new solutions development. The Company believes that he will provide useful suggestions for the Company's management, utilizing his past experience, and appropriately oversee business execution from an objective standpoint. Accordingly, the Company proposes to elect him as Outside Director.</p>			

**Proposal 2: Election of One (1) Audit & Supervisory Board Member**

The term of office of one (1) 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 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 candidate for Audit & Supervisory Board Member is as follows.

Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
 <p>Hisao Yamamoto</p> <p>[Date of birth] September 30, 1967 (Age: 56)</p> <p>[New appointment]</p> <p>[Term of office as Audit &amp; Supervisory Board Member] -</p> <p>[Attendance at the Audit &amp; Supervisory Board meetings] -</p>	<p>April 1990      Joined Kanro Inc.</p> <p>July 2007      General Manager of Production Dept. of Production Div.</p> <p>April 2011      General Manager of Hikari Plant</p> <p>January 2016    Executive Officer and Division COO of Production Div.</p> <p>January 2018    Executive Officer and Division COO of Development Div.</p> <p>January 2019    Executive Officer and Division COO of Marketing Div.</p> <p>January 2022    Executive Officer, Division COO of SCM Div. and Cost-Cutting Strategy Officer</p> <p>January 2024    Executive Officer and Cost-Cutting Strategy Officer (current position)</p>	4,500
<p>[Reason for nomination as candidate for Audit &amp; Supervisory Board Member] Mr. Hisao Yamamoto has a wealth of knowledge on overall management and company operations through his experience as Division COO of Production Div., Division COO of Marketing Div., and Division COO of SCM Div. The Company believes that his knowledge will be beneficial in conducting audits of the Company. Accordingly, the Company proposes to elect him as Audit &amp; Supervisory Board Member.</p>		

- Notes: 1. There is no special interest between the candidate for Audit & Supervisory Board Member and the Company.
2. 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 an agreement with Mr. Hisao Yamamoto if his election is approved and resolved.

3. 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 Mr. Hisao Yamamoto assumes office as Audit & Supervisory Board Member, he will become an insured person under the insurance contract, and the Company will renew the insurance contract during his term of office.

### **Proposal 3: Revision of Remuneration Amount for Directors**

#### 1. Reason for the revision

The amount of remuneration for Directors of the Company was approved at the 67th Ordinary General Meeting of Shareholders held on March 29, 2017 to be no more than 200 million yen per year, of which the amount of remuneration for Outside Directors was approved at the 71st Ordinary General Meeting of Shareholders held on March 26, 2021 to be no more than 24 million yen per year. If Proposal 1 “Election of Seven (7) Directors” is approved and resolved as originally proposed, one (1) Outside Director will be added, and in order to continue to secure human resources who can provide useful suggestions for the Company’s management and appropriately oversee business execution from an objective standpoint as social demands continue to increase, the Company seeks to revise only the amount of remuneration for Outside Directors to no more than 35 million yen per year.

There will be no change to the current remuneration amount for Directors set at no more than 200 million yen per year.

The number of Directors is currently six (of which three are Outside Directors). If Proposal 1 is approved and resolved as originally proposed, the number of Directors will be seven (of which four are Outside Directors).

#### 2. Reason why the revision of remuneration amount for Outside Directors is reasonable

The Company upholds transparency and objectivity as its fundamental policy related to directors’ remuneration. As the effectiveness of corporate governance and internal control as well as the realization of sound management through the separation of management oversight and business execution will become increasingly indispensable in the future, we recognize that the role fulfilled by Outside Directors is very important. Accordingly, the Company seeks approval for Proposal 1 in order to increase the number of Outside Directors from three to four and further strengthen the management structure.

As described above, this proposal is in line with our policy related to the remuneration of directors stated in the Business Report (in Japanese only), and the Company therefore believes that it is reasonable.

**Proposal 4: Granting of Retirement Benefits to Retiring Audit & Supervisory Board Members**

The Company proposes that retirement benefits be granted to Mr. Hideyuki Hada, who will retire from his position as Audit & Supervisory Board Member due to the expiration of his term of office at the conclusion of this Ordinary General Meeting of Shareholders.

The Company abolished the Officers' Retirement Benefit System in March 2017. However, in order to reward meritorious services of directors during their tenure as directors prior to the abolition of the system according to their terms of office, benefits will be granted based on provision for retirement benefits recorded in accordance with the standards stipulated by the Company.

The Company requests that the specific amount, method of presentation, and other matters be left to the discretion of the Board of Directors.

This proposal was decided by the Board of Directors in accordance with the Company's Officers' Retirement Benefit Standards, and is considered to be appropriate.

The following is a brief career summary of the retiring Audit & Supervisory Board member with regard to the presentation period.

Name	Career summary	
Hideyuki Hada	March 2012 March 2014	Director of Kanro Inc. Managing Executive Officer of Kanro Inc. (resigned from Director)

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

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; Chief Compliance Officer and Sustainability Officer		○		○			○	○	○	○
Kazuhiro Abe	Director, Managing Executive Officer, CFO, Division COO of Finance & Accounting Division		○	○	○				○		○
Kazuhiro Ishikawa	Director, Managing Executive Officer, Division COO of Core Business Division		○		○			○	○		○
Takanobu Yoshida	Outside Director	○	○		○			○	○	○	○
Hiromi Horie	Outside Director	○	○		○			○	○	○	○
Yoshikazu Ito	Outside Director	○	○		○	○			○		○
Tomohisa Ota	Outside Director	○	○		○			○		○	○
Hisao Yamamoto	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