

(Translation)

January 20, 2026

Dear Sirs:

Name of the Company: Kewpie Corporation  
Representative: Mitsuru Takamiya,  
Representative Director,  
President and Chief Executive  
Corporate Officer  
(Securities code: 2809; Prime of the Tokyo Stock Exchange)  
Person to contact: Motoki Tanaka,  
Corporate Officer,  
Senior General Manager of  
Management Promotion Division  
(TEL: +81-3-3486-3331)

**Matters Concerning Controlling Shareholder, Etc.**

Notice is hereby given that with regard to NAKASHIMATO CO., LTD., which is among the other associated companies of Kewpie Corporation (the "Company"), the matters concerning controlling shareholders, etc. are as described below:

1. Trade name, etc. of parent company, etc.:

(As of November 30, 2025)

Corporate name	Attribute	Ratio of voting rights (%)			Financial instruments exchange, etc. on which the issued shares are listed
		Direct holdings	Other combined holdings	Total	
NAKASHIMATO CO., LTD.	Other associated company	8.3	8.0	16.3	None

2. Position of the Company in the corporate group of the parent company, etc. and the relationships between other listed companies and the parent company, etc.:

- (1) Position of the Company in the corporate group of the parent company, etc. and its relationships of transactions, human resources and capitals with the parent company, etc. and other group companies:

NAKASHIMATO CO., LTD. (Shibuya-ku, Tokyo, capital: ¥50 million, major business: sale of various processed foods, "NAKASHIMATO") is among the other associated companies of the Company and is the largest shareholder of the Company that holds 16.3% of its voting rights (including 8.0% thereof held indirectly).

The Company has transactions, including purchase of products, sales of products and merchandise and expense transactions, with NAKASHIMATO (the transaction amount for the year ended November 30, 2025 was ¥145 million), as well as a transaction of the leasing of real estate, etc. (the transaction amount for the year ended November 30, 2025 was ¥1,099 million) with TOHKA CO., LTD. (which holds 8.0% of the voting rights of the Company), a wholly owned subsidiary of NAKASHIMATO.

With regard to the relationship of human resources, two of the officers of the Company concurrently serve as officers of NAKASHIMATO and the Company has sent some employees on secondment to NAKASHIMATO.

(State of concurrent services of officers)

(As of November 30, 2025)

Title	Name	Title in the parent company, etc.	Reason for assumption of office
Chairman and Director	Amane Nakashima	President and Representative Director	To exchange information on management, business, etc.
Representative Director, President and Chief Executive Corporate Officer	Mitsuru Takamiya	Director (part-time)	To exchange information on management, business, etc.

(Note) Mr. Amane Nakashima also concurrently serves as Chairman and Director of TOHKA CO., LTD.

- (2) Constraints, risks and merits on/in the business of the Company for belonging to the corporate group of the parent company, etc. and impacts of its relationships of transactions, human resources and capitals with the parent company, etc. and its group companies on the management and business activities of the Company:

The Company understands that with regard to the relationships with NAKASHIMATO and its group companies, such factors may have no material impact on the operating results and financial positions of the Company's group.

- (3) Points of view about, and measures for, the maintenance of a certain level of independence from the parent company, etc. when constraints on the business of the Company for belonging to the corporate group of the parent company, etc. and/or impacts of its relationships of transactions, human resources and capitals with the parent company, etc. and its group companies on the management and business activities of the Company exist:

The Company and NAKASHIMATO, which is its largest shareholder, have a continuous and close relationship. However, all important matters on the management of the Company's group are determined by the Company itself, independently from NAKASHIMATO.

Regarding transactions with related parties, the Company regularly checks the reasonableness (necessity for its business operations) of conducting such transactions and the appropriateness of transaction terms, and obtains an approval of Board of Directors of the Company attended by outside directors and outside corporate auditors.

In terms of appropriateness of transaction terms, the Company determines prices and other conditions by considering factors such as market price and cost ratio in the same manner as normal transactions with unaffiliated third parties. With respect to related party transactions (including those market prices are available), the Company checks the appropriateness with reference to valuation reports by independent third-parties.

The approvals of the Board of Directors are obtained under strict procedures, i.e., where a director with interest in the respective transaction should be excluded from the relevant resolution as a special interest party.

- (4) State of maintenance of a certain level of independence from the parent company, etc.:

The Company has no relation with NAKASHIMATO or TOHKA CO., LTD. with regard to cash loans or guarantees of obligations. In addition, transaction terms with these companies are determined individually upon consultation by reference to market prices, as with other transactions in general. Hence, the Company understands that it has maintained an appropriate level of independence from the parent company, etc.

3. Matters concerning transactions with the parent company, etc. (from December 1, 2024 to November 30, 2025):

(Millions of yen)

Corporate name	Address	Capital stock	Principal business	Ratio of voting rights owned by the Company (owned in the Company)	Relationship		Transaction	Transaction amount	Account item	Ending balance
					Number of interlocking officers	Business relationship				
NAKASHIMATO CO., LTD.	Shibuya-ku, Tokyo	50	Sales of various processed foods	Direct 5.0% Direct 8.3% Indirect 8.0%	2 officers	Purchase of products, sales of products and merchandise	Sales of products and merchandise	38	Accounts receivable - trade	6
							Purchase of sales promotion materials	53	Other current assets	24
							Purchase of consumables	13	Accounts payable - other	53
							Lease and rental of real estate	12		
							Receipt of dividends	5		
							Share exchange reorganization (*1)	3,664		
							Acquisition of shares (*2)	324		

(Note) The transaction amounts do not include consumption taxes but the amounts of ending balance in the above table include consumption taxes.

The amounts stated above are shown by disregarding any fractions of one million yen.

The ratio of voting rights owned by the Company (owned in the Company) is stated by rounding to the nearest unit rounding up 1/2 or more of their respective units and rounding down the rest.

(\*1) The share exchange reorganization was aimed for making AOHATA Corporation (a consolidated subsidiary of the Company) a wholly owned subsidiary of the Company, and the share exchange ratio was determined with reference to the valuation of shares calculated by third parties. The above transaction amount was calculated based on the market price of the share of the Company.

(\*2) The acquisition price of shares of To Solutions Co., Ltd. (current name is Kewpie Digital Innovation Co., Ltd.) was determined based on the valuation of shares calculated by the independent third-party appraiser.

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