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Securities code: 2216

March 9, 2026

Commencement date of measures for electronic provision: March 3, 2026

**To Shareholders with Voting Rights:**

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

**NOTICE OF  
THE 76TH 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 76th 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 76th Ordinary General Meeting of Shareholders” on the following website on the Internet.

The Company’s website: <https://www.kanro.co.jp/ir/stock/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 Thursday, March 26, 2026, Japan time, following the guidance provided below.

- 1. Date and Time:** Friday, March 27, 2026 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
- 3. Meeting Agenda:**  
**Matters to be reported:**
  - (1) Business Report and Consolidated Financial Statements for the Company’s 76th Fiscal Year (January 1, 2025 - December 31, 2025), and results of audits of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board
  - (2) Non-consolidated Financial Statements for the Company’s 76th Fiscal Year (January 1, 2025 - December 31, 2025)

**Proposal to be resolved:**

**Proposal:** Election of Seven (7) Directors

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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 Consolidated Financial Statements
  - 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:** 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 six (6) Directors and the new election of one (1) Director.

The candidates for Director are as follows.

No.	Name	(Gender)	(Age)	Current positions at the Company	Attendance at the Board of Directors meetings	Term of office as Director (years)
1	Tetsuya Murata [Reappointment]	(Male)	(56)	President and CEO	100% (14/14)	4
2	Kazuhiro Ishikawa [Reappointment]	(Male)	(60)	Director Senior Managing Executive Officer	100% (14/14)	2
3	Mitsunori Sato [Reappointment]	(Male)	(56)	Director Managing Executive Officer	100% (10/10)	1
4	Hiromi Horie [Reappointment] [Outside] [Independent]	(Female)	(69)	Director	100% (14/14)	5
5	Yoshikazu Ito [Reappointment] [Outside] [Independent]	(Male)	(66)	Director	100% (14/14)	3
6	Tomohisa Ota [Reappointment] [Outside] [Independent]	(Male)	(59)	Director	100% (14/14)	2
7	Michio Nagabayashi [New appointment] [Outside] [Independent]	(Male)	(61)	–	–	–

[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. Mitsubishi Corporation is a major shareholder of the Company and conducts sales as the exclusive agency for the sales of the Company's products.
  3. 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.

4. Ms. Hiromi Horie, Mr. Yoshikazu Ito, Mr. Tomohisa Ota, and Mr. Michio Nagabayashi are candidates for Outside Director.
5. Ms. Hiromi Horie, Mr. Yoshikazu Ito, Mr. Tomohisa Ota, and Mr. Michio Nagabayashi are registered as independent directors with the Tokyo Stock Exchange.
6. 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 Ms. Hiromi Horie, Mr. Yoshikazu Ito, Mr. Tomohisa Ota, and Mr. Michio Nagabayashi if their elections are approved and resolved.
7. 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: 56)</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 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>	12,300
<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 the Medium-term Corporate Strategy.</p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	 <p data-bbox="183 616 459 1193">           Kazuhiro Ishikawa            [Date of birth]            August 26, 1965            (Age: 60)            [Reappointment]            [Term of office as Director]            2 years            [Attendance at the Board of Directors meetings]            14/14 (100%)         </p>	<p data-bbox="459 271 1275 1193">           April 1988      Joined Kanro Inc.            July 2005      General Manager of National Account Dept.            October 2007    General Manager of Sales Dept. of Sales Div.            July 2009      General Manager of Development Planning Dept. of Development Div.            January 2011    General Manager of Product Strategy Office of Marketing Headquarters Div.            March 2014      Executive Officer and Division COO of New Business Div.            September 2014   Executive Officer and Division COO of Development Div.            January 2016    Executive Officer and SCM Promotion Dept. Officer            January 2017    Managing Executive Officer, Cost-Cutting Officer, SCM Promotion Dept. Officer and Quality Management Dept. Officer            January 2018    Managing Executive Officer and Division Deputy COO of Sales Div.            January 2021    Managing Executive Officer and Division COO of Sales Div.            January 2022    Managing Executive Officer and Division COO of Core Business Div.            March 2024      Director, Managing Executive Officer and Division COO of Core Business Div.            January 2026    Director, Senior Managing Executive Officer and Division COO of Core Business Div. (current position)         </p>	55,800
<p data-bbox="183 1193 1476 1386">           [Reason for nomination as candidate for Director]            Mr. Kazuhiro Ishikawa held the positions of General Manager of Sales Dept., General Manager of Development Planning Dept., and Division COO of New Business Div., and currently serves as Director, Senior 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 reelect him as Director.         </p>			

No.	Name	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	 <p data-bbox="225 622 411 656">Mitsunori Sato</p> <p data-bbox="225 701 432 808">[Date of birth] December 29, 1969 (Age: 56)</p> <p data-bbox="225 846 416 880">[Reappointment]</p> <p data-bbox="217 920 424 1028">[Term of office as Director] 1 year</p> <p data-bbox="217 1066 424 1189">[Attendance at the Board of Directors meetings] 10/10 (100%)</p>	<p data-bbox="475 277 1038 311">April 1993      Joined Mitsubishi Corporation</p> <p data-bbox="475 318 1246 383">April 2001      Seconded to Mitsubishi Corporation Financial &amp; Management Services (Japan) Ltd.</p> <p data-bbox="475 389 1246 443">July 2005      Director of Mitsubishi Corporation (Guangzhou) Ltd.</p> <p data-bbox="475 450 1155 504">May 2010      Administration Dept., Machinery Group, Mitsubishi Corporation</p> <p data-bbox="475 510 1275 667">April 2017      Director, Senior Executive Vice President, General Manager of Corporate Planning Office and General Manager of Accounting Group, Mitsubishi Corporation Financial &amp; Management Services (Japan) Ltd.</p> <p data-bbox="475 674 1267 761">February 2021      Member of the Board, Executive Vice President in charge of management, Mitsubishi Corporation Energy Co., Ltd.</p> <p data-bbox="475 768 1246 891">March 2025      Director, Managing Executive Officer, CFO, Division COO of Finance &amp; Accounting Div., CIO, Division COO of System Solutions Div. of Kanro Inc.</p> <p data-bbox="475 898 1214 1021">January 2026      Director, Managing Executive Officer, CFO, Division COO of Finance &amp; Accounting Div., CIO, Division COO of Digital Solutions Div. (current position)</p>	—
<p data-bbox="193 1205 759 1238">[Reason for nomination as candidate for Director]</p> <p data-bbox="193 1245 1461 1384">Mr. Mitsunori Sato has a wide range of insights through his wealth of experience at Mitsubishi Corporation, and is currently serving as Director, Managing Executive Officer, CFO, and CIO of 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 data-bbox="236 622 400 656">Hiromi Horie</p> <p data-bbox="236 701 400 808">[Date of birth] June 19, 1956 (Age: 69)</p> <p data-bbox="225 853 411 960">[Reappointment] [Outside] [Independent]</p> <p data-bbox="220 1005 416 1113">[Term of office as Director] 5 years</p> <p data-bbox="213 1158 422 1265">[Attendance at the Board of Directors meetings] 14/14 (100%)</p>	<p data-bbox="475 277 1267 801"> May 1987      Joined Levi Strauss Japan KK  January 1992      Public Relations Senior Manager  December 1999      Marketing Senior Manager  March 2005      Joined Starbucks Coffee Japan, Ltd.  Public Affairs Division Manager  December 2006      Marketing Division Manager  August 2010      Executive Officer, Marketing Officer and Member  of the Executive Management Committee  May 2016      Outside Director of Adastria Co., Ltd.  December 2016      Retired from Starbucks Coffee Japan, Ltd.  March 2017      Representative Director of HARUKA Inc. (current  position)  March 2021      Outside Director of Kanro Inc. (current position)  [Significant concurrent position]  • Representative Director of HARUKA Inc. </p>	—
<p data-bbox="193 1285 1230 1319">[Reason for nomination as candidate for Outside Director and outline, etc. of expected role]</p> <p data-bbox="193 1326 1458 1547">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
5	 <p>Yoshikazu Ito</p> <p>[Date of birth] March 19, 1960 (Age: 66)</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>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
6	 <p>Tomohisa Ota</p> <p>[Date of birth] January 20, 1967 (Age: 59)</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>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>March 2024      Outside Director of Kanro Inc. (current position)</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]</p> <p>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 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>Michio Nagabayashi</p> <p>[Date of birth] October 14, 1964 (Age: 61)</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 1988      Joined Kirin Brewery Company, Limited</p> <p>September 2003      Seconded to Pernod Ricard (France)</p> <p>September 2005      Manager of National Key-Account Sales Department 2, Kirin Brewery Company, Limited</p> <p>June 2009      General Manager of Miyazaki Branch, Kyushu Regional Head Office</p> <p>April 2011      President &amp; CEO, and General Manager of the Sales &amp; Marketing Division, Interfood Shareholding Company (Vietnam)</p> <p>March 2015      Executive Officer and General Manager of National Account On-Premise Division, Kirin Beer Marketing Company, Limited</p> <p>March 2018      Executive Officer and General Manager of National Account On-Premise Division, Marketing Division, Kirin Brewery Company, Limited</p> <p>March 2019      Executive Officer of Kirin Holdings Company, Limited</p> <p>June 2024      President of Mercian Corporation Chairperson of Japan Wineries Association Director of DELSOLE Corporation</p> <p>June 2025      Director, Vice President, COO of b-ex Inc. (current position)</p> <p>[Significant concurrent position] • Director, Vice President, COO of b-ex Inc.</p>	—
<p>[Reason for nomination as candidate for Outside Director and outline, etc. of expected role] Mr. Michio Nagabayashi has held key senior positions, including as Executive Officer of Kirin Holdings Company, Limited and President &amp; CEO of one of its subsidiaries, and has a wealth of business experience and a wide range of insights, particularly in the areas of sales and marketing and also overseas. The Company believes that he will provide useful suggestions for the Company's management, and appropriately oversee business execution from an objective standpoint. Accordingly, the Company proposes to elect him as Outside Director.</p>			

(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 the Company's long-term vision and important business strategies, we have identified eight areas necessary for sustainable growth.

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

[Management structure if the Proposal is 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 Ishikawa	Director, Senior Managing Executive Officer, Division COO of Core Business Division		○		○			○	○		○
Mitsunori Sato	Director, Managing Executive Officer, CFO, Division COO of Finance & Accounting Division, CIO, Division COO of Digital Solutions Division		○	○	○				○	○	○
Hiromi Horie	Outside Director	○	○		○			○	○	○	○
Yoshikazu Ito	Outside Director	○	○		○	○		○			○
Tomohisa Ota	Outside Director	○	○		○			○		○	○
Michio Nagabayashi	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	○		○	○						○
Toyoshi Hizatsuki	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
Finance & Accounting	Knowledge in the field of finance and accounting
Governance	Knowledge and experience in laws, compliance, etc.
Research/Manufacturing	Knowledge and experience in R&D, manufacturing and quality in the manufacturing industry

Marketing	Knowledge and experience in sales and branding in the manufacturing/sales industry
Global	Experience in overseas business, overseas transactions, overseas assignments, etc.
Digital	Knowledge and experience in IT strategy and digital strategy
Sustainability	Experience and knowledge in initiatives that contribute to sustainability management