

This document is an excerpt translation of the Japanese original and it is for reference purposes only. In the event of any discrepancy between this English version and the Japanese original, the original shall prevail. KOMEDA Holdings Co., Ltd. assumes no responsibility for this translation, or for direct, indirect, or any other forms of damages arising from the translation.



To Shareholders

Securities Code: 3543

May 13, 2026

(Electronic provision of information starts on: April 30, 2026)

Yuichi Amari
President and Representative Director, CEO
KOMEDA Holdings Co., Ltd.
3-12-23, Aoi, Higashi-ku,
Nagoya, Aichi, JAPAN

NOTICE OF CONVOCATION OF THE 12TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

KOMEDA Holdings Co., Ltd. (hereafter the “Company”) hereby announces that the 12th Ordinary General Meeting of Shareholders will be held as set forth below.

For the General Meeting of Shareholders, the Company provides information comprising 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, which is posted on the Company’s website. Please access the website by using the internet address shown below to review the information.

The Company’s Website:

<https://komeda-holdings.co.jp/meeting/>



Website for posting materials for the General Meeting of Shareholders:

<https://d.sokai.jp/3543/teiji/>



TSE website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (Japanese)

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



Access the TSE website by using the internet address shown above, enter “KOMEDA Holdings” in “Issue name (company name)” field or the Company’s securities code “3543” in “Code” field, and click “Search,” and then click “Basic information,” select “Documents for public inspection/PR information,” and confirm “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting” under “Files information available for public inspection.”

Please be advised that even if you do not attend the General Meeting of Shareholders in person, you can exercise your voting rights in writing or via electronic means (internet, etc.). Please refer to Instructions for Exercising Voting Rights on page 3, and review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting right by 6:00 p.m. on Wednesday, May 27, 2026 (JST).

1. **Date and Time:** 10:00 a.m. (JST) on Thursday, May 28, 2026
(Reception is scheduled to start at 9:00 a.m.)

2. **Place:** Banquet Room “Nago-West&Center” 3rd Floor
Nagoya Kanko Hotel
1-19-30 Nishiki, Naka-ku, Nagoya, Aichi

3. **Purpose of the Meeting:**

Matters to be Reported:

1. The business report, the consolidated financial statements and audit results on consolidated financial statements by Accounting Auditors and the Audit & Supervisory Committee for fiscal 2025 (March 1, 2025 to February 28, 2026)
2. The non-consolidated financial statements for fiscal 2025 (March 1, 2025 to February 28, 2026)

Proposals to be Resolved:

Proposal 1: Election of Four (4) Directors (excluding Directors who are Audit & Supervisory Committee Members)

Proposal 2: Election of Two (2) Directors who are Audit & Supervisory Committee Members

Proposal 3: Election of One (1) Substitute Director who is Audit & Supervisory Committee Member

4. **Matters Posted on the Company Website**

Of the electronic provision items, the following documents are not included with the material sent to shareholders who have requested delivery of written documents in accordance with laws and regulations, and Article 14 of the Articles of Incorporation.

Of note, the Audit & Supervisory Committee and the Accounting Auditor have audited the documents that are subject to audit, including the above matters.

Business Report:

- Status of assets and earnings
- Business challenges and countermeasures
- Main business
- Major offices and plants
- Status of employees
- Status of major lenders
- Status of shares
- Status of subscription rights to shares
- Matters related to outside directors
- Status of accounting auditor
- System to ensure the properness of business operations and overview of operational status
- Policy on determination of dividends of surplus and others

Consolidated Financial Statements:

- Consolidated Statement of Changes in Equity
- Notes to the Consolidated Financial Statements

Non-Consolidated Financial Statements:

- Balance Sheet
- Statement of Income
- Statement of Changes in Net Assets
- Notes to the Non-Consolidated Financial Statements

Auditor’s Reports:

- Accounting Auditor’s Report on the Consolidated Financial Statements
- Accounting Auditor’s Report on the Non-Consolidated Financial Statements

Notes:

- When attending the meeting in person, please present the enclosed Voting Rights Execution Form at the reception counter.
- Shareholders who have not requested written delivery are being sent documents excerpted from the Reference Documents for the General Meeting of Shareholders, in addition to the matters stipulated by law.
- In the case of any modification to the electronic provision measures items, the original and revised matters will be posted on the Company’s website.
- No gifts or beverages will be provided at the venue.
- The results of the resolutions will be announced on the Company’s website following the conclusion of the General Meeting of Shareholders.

Instructions for Exercising Voting Rights

Please review the Reference Documents of the General Meeting of Shareholders below and exercise your voting rights.

Voting rights may be exercised by attendance, mail or via the internet.

In the event voting rights are exercised more than once:

- (1) If the voting right is exercised both via the internet and by mail, only the exercise of the voting right via the internet shall be valid.
- (2) If the voting right is exercised more than once via the internet, only the last exercise of the voting right shall be valid.

1. When exercising voting rights via INTERNET

Exercise due date:

No later than 6:00 p.m.,
on Wednesday, May 27, 2026 (JST)



Please access the Voting Rights Exercise Website from your computer or smartphone as follows and indicate whether you are for or against each of the items.

Log in from your smartphone

1. Scan the QR Code at the lower right-hand side of the Voting Rights Exercise Form.
 - It is not necessary to type a burdensome code or password.
 - You can exercise your voting rights only one time by scanning the QR Code to log in.
 - If exercising voting rights more than once, use the instructions in “Log in from your computer, etc.”
 - QR Code is a registered trademark of DENSO WAVE INCORPORATED.
2. Then, please indicate whether you are “for” or “against” each of the items by following the directions on the website.

Log in from your computer, etc.

Voting Rights Exercise Website: <https://www.web54.net>

1. Access the Voting Rights Exercise Website.
2. Fill in the “Code” described on the lower right-hand side of the Voting Rights Exercise Form, and then, fill in the “password” provided on the lower right-hand side of the Voting Rights Exercise Form.
3. Register a new password.
4. Then, please indicate whether you are “for” or “against” each of the items following the directions on the website.

If you have any inquiries on systems, etc., please contact the Help Desk shown below.

Web support, Sumitomo Mitsui Trust Bank, Limited.

Tel: 0120-652-031 (Toll-free, Japanese language only)

(Business hours: 9:00 a.m. to 9:00 p.m.)

To institutional investors:

KOMEDA participates in the electronic voting rights exercise platform operated and administered by ICJ, Inc.

2. When exercising voting rights by MAIL

Exercise due date:

To be returned to us no later than 6:00 p.m.,
on Wednesday, May 27, 2026 (JST)



Please indicate whether you are “for” or “against” each of the items on the Voting Rights Exercise Form and return it to the Company. If there is no indication of “for” or “against” a proposal, it shall be deemed that you have voted for the proposal.

Guide to filling in the Voting Rights Exercise Form:

Please indicate “for” or “against” for each item.

- Proposal 1 and 2

When you are for all of the candidates in the item, mark in the “for” box, and when you are against all of the candidates, mark in the “against” box.

If you are against certain candidates, mark in the “for” box, and also write the candidate number for each candidate you are against inside the parentheses.

3. When exercising voting rights by ATTENDANCE

Date and Time of the Meeting:

10:00 a.m., on Thursday,
May 28, 2026 (JST)
(Reception is scheduled to start at 9:00 a.m.)



Please submit the Voting Rights Exercise Form to the reception counter at the Meeting.

Reference Documents for the General Meeting of Shareholders

Proposal and Reference Information

Proposal 1: Election of Four (4) Directors (excluding Directors who are Audit & Supervisory Committee Members)

The terms of office of all four (4) Directors (excluding directors of Audit & Supervisory Committee Members; the same shall apply hereinafter in this proposal) will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the election of four (4) Directors.

The Independent Advisory Committee deliberated on the appropriateness of the candidates for Director, and based on the opinion from the Independent Advisory Committee, the Company selected the candidates for Director.

Also, the Audit & Supervisory Committee has considered this proposal, and the Company has obtained the opinion that each candidate is qualified as a director of the Company. The candidates for Director are as follows:

Candidate Number	Name	Position in the Company (Significant concurrent positions)	Number of years as member of the Board	Attendance at meetings of the Board of Directors during the fiscal 2025
1	Yuichi Amari	President and Representative Director, CEO (Significant concurrent positions) President and Representative Director, KOMEDA Co., Ltd. Director, KOMEDA INTERNATIONAL HOLDINGS PTE. LTD. Director, KOMEDA Taiwan Co., Ltd.	6 years	19/19 (100%)
2	Hiroki Shimizu	Senior Managing Director, CFO (Significant concurrent positions) Senior Managing Director, KOMEDA Co., Ltd. Director, Ryukyu KOMEDA Co., Ltd. Director, KOMEDA INTERNATIONAL HOLDINGS PTE. LTD. Komisaris, PT KOMEDA COFFEE INDONESIA	7 years	19/19 (100%)
3	Tomohide Yamamoto	Director (Significant concurrent positions) Director, KOMEDA Co., Ltd. President and Representative Director, Ryukyu KOMEDA Co., Ltd.	7 years	19/19 (100%)
4	Eiichi Gochou	Outside Director (Significant concurrent positions) President and Representative Director, Sanko Seika Co., Ltd.	1 year	13/13 (100%)

Note 1: There are no special interests between any of the candidates and the Company.


Note 2: The Company has entered into a directors and officers liability insurance contract with an insurance company to insure all Directors. The insurance contract covers damages that may arise from any improper acts (including omissions) by the insured Director, based on assuming their responsibilities for the performance of their duties or receiving claims in pursuit of such responsibilities, although the Company bears all insurance premiums for the insured.


If this proposal is approved and a candidate becomes a Director, each candidate will be insured in the insurance contract. The Company plans to renew the insurance contract with the same terms and conditions during the terms of office.


Note 3: Mr. Eiichi Gochou is the candidate for Outside Director.


Note 4: In accordance with Article 427, Paragraph 1 of the Companies Act, the Company has concluded an agreement with Mr. Eiichi Gochou to limit the liability for damages under Article 423, Paragraph 1 of the Companies Act. If his appointment is approved, the agreement with him will continue. The maximum amount of liability for damages based on the contract is the minimum liability limit stipulated by laws and regulations.

- Note 5: Mr. Eiichi Gochou meets the requirements of an independent director based on the provisions of the listed stock exchange. The Company plans to continuously register him as an independent director.
- Note 6: The Board of Directors has been convened 13 times since the 11th Ordinary General Meeting of Shareholders held on May 29, 2025, at which Mr. Eiichi Gochou was appointed as an Outside Director.

<p><u>Candidate Number:</u></p> <p style="text-align: center;">1</p> <p style="text-align: center;">Reappointment</p>	<p><u>Brief personal profile, position and responsibility in the Company, and significant concurrent positions:</u></p> <p>Apr. 1985 The Sanwa Bank, Ltd. (currently MUFG Bank, Ltd.) Jul. 2006 Executive Officer, SEGA SAMMY HOLDINGS INC. Oct. 2006 Director, Sammy Corporation Apr. 2011 Representative Director and Senior Managing Director, Division Manager of Sales Division, Sammy Corporation Aug. 2011 President & CEO, TAIYO ELEC Co., Ltd. Apr. 2017 Senior Executive Officer, SEGA SAMMY HOLDINGS INC. Dec. 2019 Advisor, KOMEDA Co., Ltd. Mar. 2020 Director, Division Manager of Sales Division, KOMEDA Co., Ltd. May 2020 Director, KOMEDA Holdings Co., Ltd. Nov. 2020 Senior Managing Director, Division Manager of Sales Division, and in charge of Human Resources & General Affairs Division, KOMEDA Co., Ltd. May 2021 Representative Director, Vice President, KOMEDA Holdings Co., Ltd.</p>
<p><u>Name:</u></p> <p style="text-align: center;">Yuichi Amari</p> 	<p>Representative Director, Vice President, Division Manager of Sales Division, and in charge of Human Resources & General Affairs Division, KOMEDA Co., Ltd.</p>
<p><u>Date of Birth:</u></p> <p style="text-align: center;">April 1, 1963</p>	<p>Oct. 2021 Representative Director, Vice President, Division Manager of Sales Division, and in charge of Human Resources Division, KOMEDA Co., Ltd. Mar. 2022 Representative Director, Vice President, and in charge of Human Resources Department, KOMEDA Co., Ltd.</p>
<p><u>Number of shares owned:</u></p> <p style="text-align: center;">35,000</p>	<p>May 2022 President and Representative Director, KOMEDA Holdings Co., Ltd.</p> <p>President and Representative Director, and in charge of Human Resources Department, KOMEDA Co., Ltd.</p> <p>Mar. 2023 President and Representative Director, KOMEDA Co., Ltd. May 2023 Director, KOMEDA Taiwan Co., Ltd. (current) Jul. 2024 Director, KOMEDA INTERNATIONAL HOLDINGS PTE. LTD. (current) Jan. 2025 President and Representative Director, and in charge of CEO's Office, Human Resources & General Affairs Division, and Customer Relation Division, KOMEDA Co., Ltd. Jun. 2025 President and Representative Director, and in charge of CEO's Office, and Customer Relation Division, KOMEDA Co., Ltd. Mar. 2026 President and Representative Director, CEO KOMEDA Holdings Co., Ltd. (current)</p> <p>President and Representative Director, and in charge of Customer Relation Division, and Corporate Strategy Division, KOMEDA Co., Ltd. (current)</p> <p><u>Significant concurrent positions:</u> President and Representative Director, and in charge of Customer Relation Division, and Corporate Strategy Division, KOMEDA Co., Ltd. Director, KOMEDA INTERNATIONAL HOLDINGS PTE. LTD. Director, KOMEDA Taiwan Co., Ltd.</p> <p><u>Reasons for nomination as a candidate for Director:</u> Mr. Yuichi Amari has extensive experience in the sales field, including serving as a branch manager of a bank. He was the Representative Director, etc. of an entertainment and consumer products companies, and after serving as the Representative Director and Vice President of the Company and KOMEDA Co., Ltd., a subsidiary of the Company, he was appointed as the President and Representative Director in May 2022. He has a track record of expanding business with many business partners regardless of the type of business or format, and has a wealth of experience, insight, and knowledge of financial accounting. The Company has considered that as a member of the Board of Directors of the Company, he will make appropriate decisions based on the above experience, achievements, insights, and make prompt decisions for the entire business of the Company, so the Company has appointed him as a candidate for Director.</p>

<p><u>Candidate Number:</u></p> <p style="text-align: center;">2</p> <p style="text-align: center;">Reappointment</p>	<p><u>Brief personal profile, position and responsibility in the Company, and significant concurrent positions:</u></p> <p>Oct. 1998 Showa Ota & Co. (currently Ernst & Young ShinNihon LLC)</p> <p>Jun. 2002 Registered as a Certified Public Accountant</p> <p>Sep. 2014 Outside Auditor, KOMEDA Co., Ltd.</p> <p>Nov. 2014 Outside Auditor, KOMEDA Holdings Co., Ltd.</p> <p>Apr. 2016 Outside Director/Audit & Supervisory Committee Member, KOMEDA Holdings Co., Ltd.</p> <p>May 2017 Deputy Division Manager of Administration Headquarters, KOMEDA Holdings Co., Ltd.</p>
<p><u>Name:</u></p> <p style="text-align: center;">Hiroki Shimizu</p> 	<p>Director and Deputy Division Manager of Business Strategy Division, KOMEDA Co., Ltd.</p> <p>May 2019 Director and Deputy Division Manager of Administration Headquarters, KOMEDA Holdings Co., Ltd.</p> <p>May 2020 Director and CFO, Division Manager of Administration Headquarters, KOMEDA Holdings Co., Ltd.</p>
<p><u>Date of Birth:</u></p> <p style="text-align: center;">August 19, 1973</p>	<p>Director and Division Manager of Business Strategy Division, KOMEDA Co., Ltd.</p> <p>Oct. 2021 Director, Division Manager of Business Strategy Division, and in charge of General Affairs Department, KOMEDA Co., Ltd.</p> <p>Mar. 2022 Director in charge of Business Strategy, Administration Division and General Affairs Department, KOMEDA Co., Ltd.</p>
<p><u>Number of shares owned:</u></p> <p style="text-align: center;">31,980</p>	<p>May 2022 Komisararis, PT KOMEDA COFFEE INDONESIA (current)</p> <p>Managing Director, CFO of KOMEDA Holdings Co., Ltd.</p> <p>Managing Director in charge of Business Strategy, Administration Division and General Affairs Department, KOMEDA Co., Ltd.</p> <p>Mar. 2023 Managing Director in charge of Business Strategy and Administration Division, KOMEDA Co., Ltd.</p> <p>May 2023 Managing Director, in charge of Administration Division and Digital Innovation Division, KOMEDA Co., Ltd.</p> <p>Apr. 2024 Director, Ryukyu KOMEDA Co., Ltd. (current)</p> <p>Sep. 2024 Director, KOMEDA INTERNATIONAL HOLDINGS PTE. LTD. (current)</p> <p>May 2025 Senior Managing Director, CFO of KOMEDA Holdings Co., Ltd. (current)</p> <p>Senior Managing Director in charge of Administration Division and Digital Innovation Division, KOMEDA Co., Ltd.</p> <p>Jun. 2025 Senior Managing Director in charge of Administration Division, Human Resources & General Affairs Department, and Digital Innovation Division, KOMEDA Co., Ltd.</p> <p>Nov. 2025 Senior Managing Director in charge of Administration Division, General Affairs Department, Human Resources Department, and Digital Innovation Division, KOMEDA Co., Ltd. (current)</p> <p><u>Significant concurrent positions:</u></p> <p>Senior Managing Director in charge of Administration Division General Affairs Department, Human Resources Department, and Digital Innovation Division, KOMEDA Co., Ltd.</p> <p>Director, Ryukyu KOMEDA Co., Ltd.</p> <p>Director, KOMEDA INTERNATIONAL HOLDINGS PTE. LTD.</p> <p>Komisaris, PT KOMEDA COFFEE INDONESIA</p> <p><u>Reasons for nomination as a candidate for Director:</u></p> <p>Mr. Hiroki Shimizu is familiar with the overall business of the Company, and he is also the managing director in charge of the Business Strategy Division of KOMEDA Co., Ltd., a subsidiary of the Company. With a high level of expertise and compliance as a certified public accountant, he participates in management from a wide range of positions regarding business management and financial, and DX strategy.</p> <p>The Company has considered that as a member of the Board of Directors of the Company, he will make appropriate decisions based on the above experience, achievements, insights, and make prompt decisions for the entire business of the Company, so the Company has appointed him as a candidate for Director.</p>

<p><u>Candidate Number:</u></p> <p style="text-align: center;">3</p> <p style="text-align: center;">Reappointment</p>	<p><u>Brief personal profile, position and responsibility in the Company, and significant concurrent positions:</u></p> <p>Apr. 1989 Daiwa Jitsugyo Group (currently Daiwa Exceed Co., Ltd.) Oct. 2003 DOUTOR Coffee Co., Ltd. Aug. 2010 General Manager of Management Quality Department, SUPER HOTEL Co., Ltd. Oct. 2013 General Manager of Sales Promotion Department, KOMEDA Co., Ltd. Jun. 2015 Executive Officer, KOMEDA Co., Ltd. May 2017 Director and Division Manager of Sales Division, KOMEDA Co., Ltd. Mar. 2018 Director and Division Manager of Marketing Division, KOMEDA Co., Ltd. Mar. 2019 Director and Division Manager of Sales Division, KOMEDA Co., Ltd. May 2019 Director, KOMEDA Holdings Co., Ltd. (current) Mar. 2020 Director and Division Manager of Business Promotion Division, KOMEDA Co., Ltd. Mar. 2022 Director in charge of Production Division, Product Management Division and Marketing Division, KOMEDA Co., Ltd. (current) Mar. 2024 President and Representative Director, Ryukyu KOMEDA Co., Ltd. (current)</p>
<p><u>Name:</u></p> <p>Tomohide Yamamoto</p> 	<p><u>Significant concurrent positions:</u></p> <p>Director in charge of Production Division, Product Management Division and Marketing Division, KOMEDA Co., Ltd. President and Representative Director, Ryukyu KOMEDA Co., Ltd.</p>
<p><u>Date of Birth:</u></p> <p>January 27, 1967</p>	<p><u>Reasons for nomination as a candidate for Director:</u></p> <p>Mr. Tomohide Yamamoto has been involved in the restaurant and franchise business for many years. At KOMEDA Co., Ltd., a subsidiary of the Company, he has been responsible for the supply chain and quality control of products and goods as a division manager of the Production and Product Management Division, and sales improvement of existing stores and new products development as a division manager of the Sales and Marketing Divisions. He has a wealth of experience, achievements, and insights that have been cultivated through such business execution.</p> <p>The Company has considered that as a member of the Board of Directors of the Company, he will make appropriate decisions based on the above experience, achievements, insights, and make prompt decisions for the entire business of the Company, so the Company has appointed him as a candidate for Director.</p>
<p><u>Number of shares owned:</u></p> <p style="text-align: center;">12,589</p>	

<p><u>Candidate Number:</u></p> <p style="text-align: center;">4</p> <p style="text-align: center;">Reappointment Outside Independent</p>	<p><u>Brief personal profile, position and responsibility in the Company, and significant concurrent positions:</u></p> <p>Apr. 1983 LOTTE CO., LTD. Apr. 2008 Executive Officer of Sales Management Division, LOTTE SHOJI CO., LTD. Apr. 2015 Managing Director, LOTTE SHOJI CO., LTD.</p> <p style="padding-left: 40px;">Director, LOTTE HOLDINGS CO., LTD.</p> <p>Apr. 2016 Senior Managing Director, LOTTE SHOJI CO., LTD. Apr. 2018 President and Representative Director, LOTTE CO., LTD. Apr. 2024 Special Permanent Advisor, LOTTE CO., LTD. Apr. 2025 Advisor, LOTTE CO., LTD. Mar. 2025 Outside Director, KOMEDA Holdings Co., Ltd. (current) Jul. 2025 Managing Director, Sanko Seika Co., Ltd. Oct. 2025 President and Representative Director, Sanko Seika Co., Ltd. (current)</p> <p><u>Significant concurrent positions:</u> President and Representative Director, Sanko Seika Co., Ltd.</p> <p><u>Reasons for nomination as a candidate for Outside Director, and summary of expected roles:</u> Mr. Eiichi Gochou has been involved in management as Representative Director of LOTTE CO., LTD. for many years and possesses extensive knowledge and experience in business strategy, sales, and marketing measures. The Company expects that he will contribute to the decision-making of the Board of Directors and the strengthening of the effectiveness of the supervisory function from an objective and multifaceted perspective based on his knowledge and experience. Also, the Company expects that he will contribute to discussions on improving the transparency and effectiveness of the nomination and compensation determination processes for Directors as a Human Resources Strategy Committee member, and an Independent Advisory Committee member upon his appointment as a Director.</p> <p>For this reason, the Company has appointed him as a candidate for Director (Outside Director) in order that he will contribute to the overall management of the Company.</p>
<p><u>Name:</u></p> <p style="text-align: center;">Eiichi Gochou</p> 	
<p><u>Date of Birth:</u></p> <p style="text-align: center;">November 11, 1960</p>	
<p><u>Number of shares owned:</u></p> <p style="text-align: center;">-</p>	

Proposal 2: Election of Two (2) Directors who are Audit & Supervisory Committee Members

The term of office of two (2) Directors who are Audit & Supervisory Committee Members, Ms. Chiaki Oda and Ms. Tomoe Matsuda, will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the election of two (2) Directors who are Audit & Supervisory Committee Members.

Based on the opinion from the Independent Advisory Committee, the Company decided the candidates for Directors who are Audit & Supervisory Committee Members. The Audit & Supervisory Committee has previously given its consent to this proposal.

The candidates for Directors who are Audit & Supervisory Committee Members are as follows:

Candidate Number	Name	Position in the Company (Significant concurrent positions)	Number of years as member of the Board	Attendance at meetings of the Board of Directors and the Audit & Supervisory Committee during the fiscal 2025
1	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #cccccc; padding: 2px;">Reappointment</div> <div style="background-color: #cccccc; padding: 2px;">Outside</div> <div style="background-color: #cccccc; padding: 2px;">Independent</div> </div> <p>Chiaki Oda</p> <p>(current surname : Maekawa)</p>	Outside Director (Audit & Supervisory Committee Member)	4 years	board of directors 19/19 (100%)
		(Significant concurrent positions) Shobu LPC, Attorney-at-Law Auditor, KOMEDA Co., Ltd.		Audit & Supervisory Committee 18/18 (100%)
2	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="background-color: #cccccc; padding: 2px;">Reappointment</div> <div style="background-color: #cccccc; padding: 2px;">Outside</div> <div style="background-color: #cccccc; padding: 2px;">Independent</div> </div> <p>Tomoe Matsuda</p> <p>(current surname : <u>Nozaki</u>)</p>	Outside Director (Audit & Supervisory Committee Member)	2 years	board of directors 19/19 (100%)
		(Significant concurrent positions) President and Representative Director, Gem Box Co., Ltd. Adjunct Lecturer, Shukutoku University		Audit & Supervisory Committee 18/18 (100%)

Note 1: Ms. Chiaki Oda and Ms. Tomoe Matsuda are the candidates for Outside Directors.


Note 2: In accordance with Article 427, Paragraph 1 of the Companies Act, the Company has concluded an agreement with Ms. Chiaki Oda and Ms. Tomoe Matsuda to limit the liability for damages under Article 423, Paragraph 1 of the Companies Act. If their appointments are approved, the agreement with them will continue. The maximum amount of liability for damages based on the contract is the minimum liability limit stipulated by laws and regulations.


Note 3: In order to secure excellent human resources and prevent the atrophy of the execution of duties, the Company has concluded a liability insurance contract with an insurance company for all directors. If Ms. Chiaki Oda and Ms. Tomoe Matsuda are appointed as Directors who are Audit & Supervisory Committee Members, they will be included as an insured person under the liability insurance contract. The outline of the agreement is as described on page 5 (Note 2) of this Notice.

Note 4: Ms. Chiaki Oda is currently an Outside Director of the Company, and her tenure will be 4 years at the conclusion of this Ordinary General Meeting of Shareholders.

Note 5: Ms. Tomoe Matsuda is currently an Outside Director of the Company, and her tenure will be 2 years at the conclusion of this Ordinary General Meeting of Shareholders.

Note 6: Ms. Chiaki Oda and Ms. Tomoe Matsuda meet the requirements of an independent director based on the provisions of the listed stock exchange. The Company plans to continuously register them as an independent director.

<p><u>Candidate Number:</u></p> <p style="text-align: center;">1</p> <p style="text-align: center;">Reappointment Outside Independent</p>	<p><u>Brief personal profile, position and responsibility in the Company, and significant concurrent positions:</u></p> <p>Dec. 2012 Registration as Attorney-at-Law (Aichi Bar Association) Jan. 2013 Shobu Law Office (Former office of Shobu LPC) (current) Oct. 2015 Adjunct Lecturer, Nagoya University, Graduate School of Law Mar. 2016 Member of the Japan Federation of Bar Associations support center for small and medium-sized companies (current) Sep. 2016 Nagoya Kita-ward Environmental Council May. 2022 Outside Director/Audit & Supervisory Committee Member, KOMEDA Holdings Co., Ltd. (current) May. 2023 Auditor, KOMEDA Co., Ltd. (current)</p> <p><u>Significant concurrent positions:</u> Shobu LPC, Attorney-at-Law Auditor, KOMEDA Co., Ltd</p> <p><u>Reasons for nomination as a candidate for Director (Outside Director) who is Audit & Supervisory Committee Member, and summary of expected roles:</u> Ms. Chiaki Oda has a high level of expertise, experience, and insight as a lawyer in overseas business development and mergers and acquisitions, fields which feature in the Company's Medium-term Management Plan. Additionally, being a native and resident of Nagoya, she understands the perspective of customers of KOMEDA's Coffee, and together with the high level of experience and insight mentioned above, the Company expects her to contribute to improving the effectiveness of the decision-making and management oversight functions of the Company's Board of Directors. For this reason, while she has no direct experience in corporate management, the Company believes she is well-qualified candidate for Outside Director who is an Audit & Supervisory Committee Member.</p> <p><u>Reason for judging independence:</u> There is no business relationship between the Company and her concurrent positions, and there are no other special interests.</p>
<p><u>Name:</u></p> <p style="text-align: center;">Chiaki Oda (current surname : Mackawa)</p> 	
<p><u>Date of Birth:</u></p> <p style="text-align: center;">June 7, 1985</p>	
<p><u>Number of shares owned:</u></p> <p style="text-align: center;">-</p>	

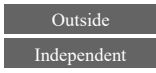
<p><u>Candidate Number:</u></p> <p style="text-align: center;">2</p> <p style="text-align: center;">Reappointment Outside Independent</p>	<p><u>Brief personal profile, position and responsibility in the Company, and significant concurrent positions:</u></p> <p>Apr. 1985 Fuji Television Network, Inc. Apr. 1987 Freelance Announcer Sep. 2019 President and Representative Director, Gem Box Co., Ltd. (current) Apr. 2022 Adjunct Lecturer, Shukutoku University. (current) May 2024 Auditor, KOMEDA Co., Ltd. (current)</p> <p><u>Significant concurrent positions:</u> President and Representative Director, Gem Box Co., Ltd. Adjunct Lecturer, Shukutoku University.</p>
<p><u>Name:</u></p> <p>Tomoe Matsuda (current surname : Nozaki)</p> 	<p><u>Reasons for nomination as a candidate for Director (Outside Director) who is Audit & Supervisory Committee Member, and summary of expected roles:</u> Ms. Tomoe Matsuda has a wealth of knowledge and experience regarding “Empowering the people for KUTSUROGI” one of the Company’s Materiality issues (priority issues to be addressed through business activities). This expertise stems from her many years of involvement in human communication related operations and her work as a clinical psychologist conducting mental health lectures. The Company expects her to contribute to the Board's decision-making and its supervisory functions and believes she is well-qualified as a candidate for Outside Director who is an Audit & Supervisory Committee Member.</p>
<p><u>Date of Birth:</u></p> <p>March 12, 1963</p>	<p><u>Reason for judging independence:</u> There is no business relationship between the Company and her concurrent positions, and there are no other special interests.</p>
<p><u>Number of shares owned:</u></p> <p style="text-align: center;">-</p>	

Proposal 3: Election of One (1) Substitute Director who is Audit & Supervisory Committee Member

To prepare for the event that the Company lacks the number of Directors who are Audit & Supervisory Committee members as required by laws and regulations, the Company proposes the election of one (1) Substitute Director who is Audit & Supervisory Committee Member.

The Audit & Supervisory Committee has previously given its consent to this proposal.

The candidate for Substitute Director who is an Audit & Supervisory Committee Member is as follows:

Name	Position in the Company (Significant concurrent positions)	Number of years as member of the Board	Attendance at meetings of the Board of Directors and the Audit & Supervisory Committee during the fiscal 2025
	None		
 Masaki Maeda	(Significant concurrent positions) President, Masaki Maeda Certified Public Accountant and Tax Accountant Office Outside Corporate Auditor, CHUO MALLEABLE IRON CO., LTD. Outside Director, DAISEKI Co., Ltd.	—	—


Note 1: There are no special interests between any of the candidates and the Company.

Note 2: Mr. Masaki Maeda is the substitute candidate for Outside Director.

Note 3: If the appointment of Mr. Masaki Maeda is approved, in accordance with Article 427, Paragraph 1 of the Companies Act, the Company plans to conclude an agreement with him to limit the liability for damages under Article 423, Paragraph 1 of the Companies Act. The maximum amount of liability for damages based on the contract is the minimum liability limit stipulated by laws and regulations.

Note 4: The Company has concluded a liability insurance contract with an insurance company for all directors. If Mr. Masaki Maeda is appointed as Director who is Audit & Supervisory Committee member, he will be included as insured person under the liability insurance contract. The outline of the agreement is as described on page 5 (Note 2) of this Notice.

Note 5: Mr. Masaki Maeda meets the requirements of an independent director based on the provisions of the listed stock exchange. If his appointment is approved, the Company plans to register him as an independent director.

<p style="text-align: center;">New appointment Outside Independent</p>	<p><u>Brief personal profile, position and responsibility in the Company, and significant concurrent positions:</u></p> <p>Aug. 1997 Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC) Apr. 2001 Registered as a Certified Public Accountant Sep. 2007 Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC), Senior Manager, Nagoya Office, and Head of the China Desk, International Division</p>
<p><u>Name:</u></p> <p style="text-align: center;">Masaki Maeda</p> 	<p>Jul. 2016 President, Masaki Maeda Certified Public Accountant and Tax Accountant Office (current) Sep. 2016 Registered as a Certified Tax Accountant Jun. 2019 Outside Corporate Auditor, SUGA STEEL Co., LTD. Jun. 2023 Outside Corporate Auditor, CHUO MALLEABLE IRON CO., LTD. (current) May 2024 Outside Director, DAISEKI Co., Ltd. (Audit & Supervisory Committee Member) (current)</p> <p><u>Significant concurrent positions:</u> President, Masaki Maeda Certified Public Accountant and Tax Accountant Office Outside Corporate Auditor, CHUO MALLEABLE IRON CO., LTD. Outside Director, DAISEKI Co., Ltd.</p>
<p><u>Date of Birth:</u></p> <p style="text-align: center;">December 25, 1974</p>	<p><u>Reasons for nomination as a candidate for Director (Outside Director) who is Audit & Supervisory Committee member, and summary of expected roles:</u></p>
<p><u>Number of shares owned:</u></p> <p style="text-align: center;">-</p>	<p>Mr. Masaki Maeda has a wealth of experience and insight as Certified Public Accountant, particularly in M&A and overseas accounting and finance through his consulting work. The Company expects him to contribute to the Board's decision-making and its supervisory functions of the Company's Board of Directors from a standpoint independent of management. For this reason, while he has no direct experience in corporate management other than serving as an outside officer, the Company believes he is well-qualified to appropriately perform his duties as a candidate for Substitute Outside Director who is an Audit & Supervisory Committee member.</p> <p><u>Reason for judging independence:</u> There is no business relationship between the Company and his concurrent positions, and there are no other special interests.</p>

Skills matrix of Board of Directors once Proposal 1 and 2 are approved.

Capabilities and experience of the Company's directors:

	Management	Knowledge/Experience	Finance/Accounting	Sales/Marketing	Sustainability	Legal/Risk Management	HR/Labor	Production/SCM/QC	IT/DX	M&A/Overseas
Yuichi Amari	●		●	●	●		●		●	●
Hiroki Shimizu			●		●	●	●		●	●
Tomohide Yamamoto		●		●	●			●		
Eiichi Gochou	●	●		●	●	●		●		
Hisashi Shirahata			●			●				●
Chiaki Oda						●	●			●
Tomoe Matsuda					●		●			

* Marks indicate skills each director is expected to demonstrate in particular.