Note: This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Securities Code: 7942
June 5, 2026
Start date of measures for electronic provision: June 2, 2026

To Our Shareholders:

Tomohiko Okubo, President and Representative Director
JSP Corporation
3-4-2 Marunouchi, Chiyoda-ku, Tokyo

Notice of the 68th Annual General Meeting of Shareholders

We would like to notify you that JSP Corporation (the "Company") will hold its 68th Annual General Meeting of Shareholders as follows.
Furthermore, the Company plans to disclose the Annual Securities Report on Friday, June 19, prior to the Annual General Meeting of Shareholders (subject to change depending on circumstances). Please review it as well.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes 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, and posts it on each website below. Please access one of the websites to review the information.

Company website
https://www.co-jsp.co.jp/ir/event/event_03.html (in Japanese)

Website that reference documents for the general meeting of shareholders are listed:
https://d.sokai.jp/7942/teiji/ (in Japanese)

If you are not attending the Meeting on the date, you may exercise your voting rights by either of the following methods. Please examine the Reference Documents for the General Meeting of Shareholders, and exercise your voting rights.

[In case of exercising your voting rights by electromagnetic means (via the Internet)]
Please access the voting website designated by the Company (https://evote.tr.mufg.jp/) and follow the on-screen instructions to enter your approval or disapproval of the proposals by 5:30 p.m. on Thursday, June 25, 2026 (JST).
If you exercise your voting rights both by the Voting Rights Exercise Form and by electromagnetic means (via the Internet), the exercise of voting rights by electromagnetic means (via the Internet, etc.) shall be deemed valid. If you exercise your voting rights more than once by electromagnetic means (such as via the Internet, etc.), the last exercise of voting rights shall be deemed effective.

[In case of exercising your voting rights in writing (by mail)]
Please indicate your approval or disapproval of the proposals on the Voting Rights Exercise Form and return it so that it arrives no later than 5:30 p.m. on Thursday, June 25, 2026 (JST).
When you exercised your voting rights in writing (by mail) and did not indicate your vote for or against proposals, it will be deemed that you approved proposals.

1. **Date and Time:** Friday, June 26, 2026 at 10:00 a.m. (JST) (the reception starts at 9:00 a.m.)
2. **Venue:** Conference Room of the Company Head Office (Shin Nisseki Bldg., 5th Floor)
   3-4-2 Marunouchi, Chiyoda-ku, Tokyo
   (Please refer to the venue map at the end of this document.)
3. **Purpose of the Meeting**

Matters to be reported:

1. Business Report, Consolidated Financial Statements and Audit Reports of Consolidated Financial Statements by the Financial Auditor and the Audit & Supervisory Board for the 68th Fiscal Year (from April 1, 2025 to March 31, 2026).
2. Non-consolidated Financial Statements for the 68th Fiscal Year (from April 1, 2025 to March 31, 2026)

Matters to be resolved:

Proposal No. 1 Partial Amendments to the Articles of Incorporation
Proposal No. 2 Election of 12 Directors
Proposal No. 3 Election of 1 Audit & Supervisory Board Member

For shareholders with physical disabilities or impairments We will provide assistance, such as guidance to available seats or restrooms, upon request. Please do not hesitate to inform the reception or operation staff.	

1. If you are attending the Meeting on the date, please submit the Voting Rights Exercise Form at the reception of the Meeting venue.
2. Among the matters subject to measures for electronic provision, in accordance with the provisions of laws and regulations and the Articles of Incorporation of the Company, the following matters are not provided in the paper-based documents delivered to shareholders who have made a request for delivery of such documents. The Audit & Supervisory Board Members and the Financial Auditor have audited the documents subject to audit, including the following matters.
   (1) Systems to ensure the appropriateness of Business Report and the status of operation of such systems
   (2) Notes to Consolidated Financial Statements
   (3) Notes to Non-consolidated Financial Statements
3. If revisions to the matters for which measures for providing information in electronic format are to be taken arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on each of the aforementioned website.

There will be no gifts to shareholders attending the General Meeting of Shareholders. We would appreciate your understanding.

Reference Documents for the General Meeting of Shareholders

Proposals and Reference Information

Proposal No. 1 Partial Amendments to the Articles of Incorporation

The Company proposes that the current articles be partly amended as described in the proposed amendments below.

1. Reasons for the proposal
   To enable the Board of Directors to operate in a manner that allows the Company to respond quickly and flexibly to future business expansion and changes in the business environment, the Company proposes to amend Article 23 (Convener and Chairperson of the Board of Directors Meeting) of the current Articles of Incorporation.

2. Details of the amendments
   The proposed amendments are as shown in the comparison table below.

(Underlined parts indicate amendments.)

Current Articles of Incorporation	Proposed amendments
(Convener and Chairperson of the Board of Directors Meetings) Article 23. the Board of Directors Meeting shall be convened and chaired by the Director and President, unless otherwise provided for by laws and regulations. If the Director and President is unable to act, another Director shall convene and chair the meeting in accordance with the order predetermined by the Board of Directors.	(Convener and Chairperson of the Board of Directors Meetings) Article 23. 1 The Board of Directors Meeting shall be convened and chaired by a Director predetermined by the Board of Directors, unless otherwise provided for by laws and regulations. 2 If the Director designated pursuant to the preceding paragraph is unable to act, another Director shall convene and chair the meeting in accordance with the order predetermined by the Board of Directors.

Proposal No. 2 Election of 12 Directors

At the conclusion of this meeting, the terms of office of all 12 Directors will expire. Therefore, the Company proposes the election of 12 Directors.
The candidates for Directors are as follows.

Candidate No.	Name	Current position and responsibility in the Company	Attributes	Attendance at Board of Directors meetings
1	Tomohiko Okubo Male	President & Representative Director	Re-election	100% (17/17 times)
2	Yasushi Komori Male	Representative Director Senior Executive Officer and General Manager of Finance & Accounting Division	Re-election	100% (17/17 times)
3	Yosuke Takemura Male	Director Senior Executive Officer and General Manager of General & Personnel Affairs Division	Re-election	100% (17/17 times)
4	Yoshikazu Shima Male	Director Senior Executive Officer and General Manager of Supply Chain Management Division	Re-election	100% (17/17 times)
5	Tomoyuki Kiura Male	Director Senior Executive Officer in charge of Information System Department and Internal Audit Department	Re-election	100% (17/17 times)
6	Takashi Hanne Male	Director Senior Executive Officer and General Manager of Extrusion Business Division	Re-election	100% (17/17 times)
7	Kazuhiro Nakajima Male	Senior Executive Officer, General Manager of Corporate Planning Division, and General Manager of Corporate Planning Department	New election	–
8	Masaharu Oikawa Male	Senior Executive Officer and General Manager of Bead Business Division	New election	–
9	Kiyoshi Itou Male	Director	Re-election Outside Independent	100% (17/17 times)
10	Ryoko Sugiyama Female	Director	Re-election Outside Independent	100% (17/17 times)
11	Kaoru Kurashima Male	Director	Re-election Outside Independent	100% (17/17 times)
12	Atsushige Abe Male		New election Outside Independent	–

Re-election Candidate for Director to be re-elected
New election Candidate for Director to be newly elected
Outside Candidate for Outside Director
Independent officer as defined by the securities exchange and others

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
1	Re-election Tomohiko Okubo (April 26, 1961) Male Attendance at Board of Directors meetings 17/17 times	Apr. 1985	Joined MITSUBISHI GAS CHEMICAL COMPANY, INC.	16,402
		June 2001	Manager of Sales & Marketing Department of Aromatic Division II of Aromatic Chemicals Company	
		June 2006	General Manager of Management Division of Mizushima Plant of Aromatic Chemicals Company	
		June 2009	General Manager of Corporate Communications Division	
		June 2010	Manager of Marketing Department of Methanol Division of Natural Gas Chemicals Company	
		Oct. 2014	Manager of Business Development Department of Methanol Division of Natural Gas Chemicals Company	
		Apr. 2015	General Manager of Methanol Division and Manager of Business Development Department of Methanol Division of Natural Gas Chemicals Company	
		Apr. 2016	Executive Officer, General Manager of Methanol Division and Manager of Business Development Department of Methanol Division of Natural Gas Chemicals Company	
		Nov. 2018	Executive Officer and General Manager of Methanol Division of Natural Gas Chemicals Company	
		Apr. 2019	Managing Executive Officer in charge of Administrative Management of LNG Project Team, and President of Natural Gas Chemicals Company	
		June 2019	Director, Managing Executive Officer in charge of Administrative Management of LNG Project Team, and President of Natural Gas Chemicals Company	
		Apr. 2020	Director, Managing Executive Officer in charge of Administrative Management of LNG Project Team, and in charge of Basic Chemicals Business Sector	
		Apr. 2021	Director	
		June 2021	President and Representative Director of the Company (current position)	
	Reasons for nomination as candidate for Director Tomohiko Okubo has abundant experience and knowledge in business operations and corporate management, having served in important positions at MITSUBISHI GAS CHEMICAL COMPANY, INC., including the position of Director assumed in 2019. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such achievements and experience.			

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">2</td><td>Re-election

Yasushi Komori
(July 22, 1963)
Male

Attendance at Board of Directors meetings
17/17 times</td><td>Jan. 2005
Apr. 2010
June 2019
June 2021
June 2023
June 2024
Apr. 2026</td><td>Joined the Company
Manager of Accounting Department of Finance & Accounting Division
Executive Officer and General Manager of Finance & Accounting Division and Accounting Department
Director, Executive Officer, and General Manager of Finance & Accounting Division and Accounting Department
Director, Senior Executive Officer, and General Manager of Finance & Accounting Division and Accounting Department
Representative Director, Senior Executive Officer and General Manager of Finance & Accounting Division of the Company
Representative Director, Senior Executive Officer, and General Manager of Finance & Accounting Division of the Company (current position)</td><td>10,044</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
Yasushi Komori has been in charge of the finance and accounting sector for a long time, strengthening the management base of our Group from the aspect of corporate accounting. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such achievements and experience.</td></tr>
<tr><td rowspan="2">3</td><td>Re-election

Yosuke Takemura
(November 28, 1962)
Male

Attendance at Board of Directors meetings
17/17 times</td><td>Jan. 1990
June 2012
Apr. 2014
June 2018
June 2019
June 2023
Apr. 2024
June 2024
Apr. 2026</td><td>Joined the Company
General Manager of East Japan Construction Materials Management Department of Construction and Civil Engineering Materials Division of Business Division I
General Manager of West Japan Construction Materials Management Department of Construction and Civil Engineering Materials Division of Business Division I
Manager of General Affairs Department of General & Personnel Affairs Division
Executive Officer and Manager of General Affairs Department of General & Personnel Affairs Division
Executive Officer, General Manager of General & Personnel Affairs Division, and Manager of General Affairs Department
Senior Executive Officer and General Manager of General & Personnel Affairs Division
Director, Senior Executive Officer and General Manager of General & Personnel Affairs Division
Director, Senior Executive Officer, and General Manager of General & Personnel Affairs Division of the Company (current position)</td><td>8,404</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
Yosuke Takemura has served in important positions in both business and administrative divisions, as well as having been involved in strengthening corporate governance. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such achievements and experience.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
4	Re-election Yoshikazu Shima (January 21, 1964) Male Attendance at Board of Directors meetings 17/17 times	Apr. 1988	Joined MITSUBISHI GAS CHEMICAL COMPANY, INC.	4,464
		June 2009	General Manager of Research & Technology Division of Niigata Plant of Natural Gas Chemicals Company	
		June 2013	General Manager of Niigata Research Laboratory of Natural Gas Chemicals Company	
		Apr. 2016	General Manager of Niigata Research Laboratory of Natural Gas Chemicals Company and General Manager of Biotechnology R&D Center of Niigata Research Laboratory of Natural Gas Chemicals Company	
		Apr. 2017	General Manager of Research & Development Division	
		Apr. 2020	Executive Officer and General Manager of Research & Development Department of Research & Development Division	
		Apr. 2021	Specially Appointed Executive	
		June 2021	Director and Executive Officer in charge of Research and Development Division of the Company	
		June 2023	Director and Senior Executive Officer in charge of Research & Development Division and in charge of New Business Development Division	
		Apr. 2024	Director, Senior Executive Officer in charge of Research & Development Division, and General Manager of New Business Development Division	
		Apr. 2026	Director, Senior Executive Officer and General Manager of Supply Chain Management Division (current position)	
	Reasons for nomination as candidate for Director Yoshikazu Shima has abundant knowledge and experience in the chemical industry, having served in important positions at MITSUBISHI GAS CHEMICAL COMPANY, INC. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such knowledge and experience for our management.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
5	Re-election Tomoyuki Kiura (May 24, 1963) Male Attendance at Board of Directors meetings 17/17 times	Apr. 1986	Joined MITSUBISHI GAS CHEMICAL COMPANY, INC.	3,471
		June 2008	Chief of Raw Materials Purchasing Department of Purchasing & Logistics Center, Chief of Management Department of Corporate Planning Division, and Manager of Internal Audit Department of Internal Audit Division	
		July 2008	Manager of Internal Audit Department of Internal Audit Division	
		June 2009	General Manager of Internal Audit Division and Manager of Internal Audit Department	
		June 2013	Manager of Accounting Department of Finance & Accounting Center	
		Apr. 2016	General Manager of Administrative Division, Natural Gas Chemicals Company	
		June 2019	General Manager of Administrative Division, Natural Gas Chemicals Company and General Manager of Organic Chemicals Division, Natural Gas Chemicals Company	
		Apr. 2020	Executive Officer, General Manager of Finance & Accounting Division, and Manager of Finance Department of Finance & Accounting Division	
		Apr. 2021	Executive Officer in charge of Finance & Accounting, General Manager of Finance & Accounting Division, and Manager of Finance Department of Finance & Accounting Division	
		Apr. 2023	Specially Appointed Executive Adviser to the Company	
		June 2023	Director, Senior Executive Officer and Assistant to the President in charge of Corporate Planning Division	
		Apr. 2024	Director, Senior Executive Officer in charge of Corporate Planning Division and in charge of Internal Audit Department	
		Apr. 2025	Director, Senior Executive Officer in charge of Information System Department and in charge of Internal Audit Department (current position)	
	Reasons for nomination as candidate for Director Tomoyuki Kiura has abundant experience and knowledge in business management, finance and accounting, having served in important positions at MITSUBISHI GAS CHEMICAL COMPANY, INC. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such achievements and experience.			

<table>
<tr><th>Candidate No.</th><th>Name
(Date of birth)</th><th colspan="2">Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company</th><th>Number of the Company's shares owned</th></tr>
<tr><td rowspan="2">6</td><td>Re-election

Takashi Hanne
(October 26, 1965)
Male

Attendance at Board of Directors meetings
17/17 times</td><td>Apr. 1989
Apr. 2014

Apr. 2018

Apr. 2020

Apr. 2022

June 2023

Apr. 2024

June 2024

Apr. 2026</td><td>Joined the Company
Lead Researcher of Board Group of Kanuma Research Laboratory of Research & Development Division
Lead Researcher of Materials Group of Kanuma Research Laboratory of Research & Development Division
General Manager of Civil Engineering Material Sales Department and Business Administration Department of Construction and Civil Engineering Materials Division
Deputy Manager of Construction and Civil Engineering Materials Division
Executive Officer and General Manager of Construction and Civil Engineering Materials Division
Executive Officer and General Manager of Extrusion Business Division and Construction and Civil Engineering Materials Division
Director, Executive Officer and General Manager of Extrusion Business Division and Construction and Civil Engineering Materials Division
Director, Senior Executive Officer and General Manager of Extrusion Business Division (current position)</td><td>4,426</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
Takashi Hanne has abundant achievements and experience, having served in important positions in the research & development division and construction and civil engineering materials business field. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such achievements and experience.</td></tr>
<tr><td rowspan="2">7</td><td>New election

Kazuhiro Nakajima
(July 11, 1963)
Male

Attendance at Board of Directors meetings
–</td><td>July 2003
Apr. 2015

Apr. 2021

June 2021

Apr. 2024

Apr. 2024

</td><td>Joined the Company
General Manager of Corporate Planning Department of Corporate Planning Division
General Manager of Corporate Planning Department of Corporate Planning Division and General Manager of Public and Investor Relations Department
Executive Officer, General Manager of Corporate Planning Division and General Manager of Corporate Planning Department and General Manager of Public and Investor Relations Department, in charge of Information System Department
Executive Officer, General Manager of Corporate Planning Division and General Manager of Corporate Planning Department
Senior Executive Officer, General Manager of Corporate Planning Division, and General Manager of Corporate Planning Department (current position)</td><td>6,267</td></tr>
<tr><td colspan="4">Reasons for nomination as candidate for Director
Kazuhiro Nakajima has been in charge of the corporate planning sector for a long time, strengthening the management base of our Group from the aspects of corporate management and global management. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such achievements and experience.</td></tr>
</table>

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
8	New election Masaharu Oikawa (February 4, 1968) Male Attendance at Board of Directors meetings –	Apr. 1990 Joined the Company Apr. 2007 Group Manager of Bead Group 2 of Yokkaichi Research Center of Research & Development Division Apr. 2018 General Manager of JSP Advanced Materials (Dongguan) Co., Ltd. Jan. 2021 Chair and General Manager of JSP Plastics (Shanghai) Co.,LTD. Chair of JSP Advanced Materials (Wuxi) Co.,LTD. Chair of JSP Advanced Materials (Dongguan) Co.,LTD. Chair of JSP Advanced Materials (Wuhan) Co.,LTD. June 2023 Executive Officer, Deputy General Manager of Global Business Division and General Manager of Business Management Department Chair of JSP Plastics (Shanghai) Co.,LTD. Chair of JSP Advanced Materials (Wuxi) Co.,LTD. Chair of JSP Advanced Materials (Dongguan) Co.,LTD. Chair of JSP Advanced Materials (Wuhan) Co.,LTD. Apr. 2024 Executive Officer, General Manager of Global Business Division and General Manager of Business Management Department Apr. 2025 Executive Officer, Deputy General Manager of Bead Business Division, General Manager of Global Business Division and General Manager of Business Management Department Apr. 2026 Senior Executive Officer and General Manager of Bead Business Division (current position) Significant concurrent positions outside the Company Chair of Taiwan JSP Chemical Co.,LTD.	5,608
	Reasons for nomination as candidate for Director Masaharu Oikawa has served in important positions at overseas subsidiaries and has been involved in the global management of the Company. We have nominated him as candidate for Director, because he is expected to strengthen the effectiveness of the decision-making and supervisory function of the Board of Directors by utilizing such achievements and experience.		

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
9	Re-election Outside Independent Kiyoshi Itou (March 8, 1956) Male Attendance at Board of Directors meetings 17/17 times	Apr. 1979	Joined Kurita Water Industries Ltd.	1,714
		Apr. 2000	General Manager of Legal Department of Administration Division	
		June 2003	General Manager of Personnel and Labor Relations Department of Administration Division	
		June 2007	Executive Officer in charge of Personnel and Legal, and General Manager of Personnel and Labor Relations Department of Administration Division	
		June 2009	Director and Executive General Manager of Administrative Division	
		June 2013	Managing Director and Executive General Manager of Corporate Planning Division	
		Apr. 2016	Managing Director and Executive General Manager of Administrative Division	
		Apr. 2018	Executive Senior Managing Director, Representative Director, and Executive General Manager of Corporate Planning Division	
		Apr. 2019	Executive Senior Managing Director, Representative Director, and Executive General Manager of Corporate Planning and Control Division	
		June 2022	Outside Director of the Company (current position)	
	Reasons for nomination as candidate for Outside Director and summary of expected roles We have nominated Kiyoshi Itou as candidate for Outside Director because he has abundant achievements and experience in the overall management, having been involved in corporate management for a long time. We expect that he will utilize the above abundant achievements and experience to contribute to ensuring the reasonableness and appropriateness of our decision-making, mainly with advice on strengthening the management base and recommendations on important personnel affairs and remunerations for officers as a member of the voluntary Nominating Advisory Committee, Remuneration Advisory Board and Governance Advisory Board, and protection of minority shareholders' interests among others.			

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
10	Re-election Outside Independent Ryoko Sugiyama (July 27, 1955) Female Attendance at Board of Directors meetings 17/17 times	May 1996 Established Sugiyama & Kurihara Environmental Consultants, Inc. Representative Director Aug. 2007 Director (current position) Apr. 2010 Professor at the Faculty of Social and Environmental Studies, Fuji Tokoha University (current Tokoha University) June 2015 External Director of UACJ Corporation Jan. 2016 Director of Gifu Sugiyama Memorial Foundation, a general incorporated foundation (now Gifu Sugiyama Memorial Foundation, a public interest incorporated foundation) (current position) June 2016 External Director and Audit and Supervisory Committee Member of LECIP HOLDINGS CORPORATION June 2017 External Director of Kurita Water Industries Ltd. Dec. 2018 Head and Representative Director of Gifu Shimbun Co., Ltd. (current position) Dec. 2019 Chairperson of Gifu Broadcasting System, Inc. June 2023 Outside Director of the Company (current position) June 2024 Outside Director and Audit and Supervisory Committee Member of SATO SHOJI CORPORATION (current position) June 2025 Outside Director of Tokyu Corporation (current position) Dec. 2025 Director of Gifu Broadcasting System, Inc. (current position) Significant concurrent positions outside the Company Director of Sugiyama & Kurihara Environmental Consultants, Inc. Representative Director of Gifu Sugiyama Memorial Foundation, a public interest incorporated foundation Head and Representative Director of Gifu Shimbun Co., Ltd. Director of Gifu Broadcasting System, Inc. Outside Director and Audit and Supervisory Committee Member of SATO SHOJI CORPORATION Outside Director of Tokyu Corporation	971
	Reasons for nomination as candidate for Outside Director and summary of expected roles We have nominated Ryoko Sugiyama as candidate for Outside Director because she has abundant knowledge and experience concerning sustainability, being an expert of environment and waste problem and having been serving as Outside Director for multiple listed companies for a long time. We expect that she will utilize the above abundant achievements and experience to contribute to ensuring the reasonableness and appropriateness of our decision-making, mainly with advice on sustainable management and recommendations on important personnel affairs and remunerations for officers as a member of the voluntary Nominating Advisory Committee, Remuneration Advisory Board and Governance Advisory Board, and protection of minority shareholders' interests among others.		

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
11	Re-election Outside Independent Kaoru Kurashima (May 5, 1960) Male Attendance at Board of Directors meetings 17/17 times	Apr. 1984 Joined Ajinomoto Co., Inc. July 2011 Director and President of Ajinomoto del Perú S.A. July 2013 Director and President of PT AJINOMOTO INDONESIA June 2015 Executive Officer of Ajinomoto Co., Inc. June 2016 Managing Executive Officer June 2019 Senior Managing Executive Officer General Manager of Food Business Division Sept. 2019 Outside Director of Tokai Denpun Co., Ltd. June 2020 Outside Director of J-OIL MILLS, INC. Apr. 2021 General Manager of Global Corporate Division and General Manager of Corporate Services Division of Ajinomoto Co., Inc. June 2021 Director Executive Officer & Senior Vice President Apr. 2022 Executive Officer June 2022 Chairman of the Board of Directors of The Ajinomoto Foundation (scheduled to retire in June 2026) June 2023 Chairman of Umami Manufacturers Association of Japan (scheduled to retire in June 2026) Sept. 2023 Outside Director of The Monogatari Corporation (current position) June 2024 Outside Director of the Company (current position) Sept. 2025 External Director of KING JIM CO., LTD. (current position) Significant concurrent positions outside the Company Chairman of the Board of Directors of The Ajinomoto Foundation (scheduled to retire in June 2026) Chairman of Umami Manufacturers Association of Japan (scheduled to retire in June 2026) Outside Director of The Monogatari Corporation External Director of KING JIM CO., LTD.	1,501
	Reasons for nomination as candidate for Outside Director and summary of expected roles We have nominated Kaoru Kurashima as candidate for Outside Director because he has abundant experience and discernment as a management executive, having served as president and in other positions of local subsidiaries of companies that engage in business globally. We expect that he will utilize the above abundant experience, etc. to contribute to ensuring the reasonableness and appropriateness of our decision-making, mainly with advice on overseas business expansion and recommendations on important personnel affairs and remunerations for officers as a member of the voluntary Nominating Advisory Board, Remuneration Advisory Board and Governance Advisory Board, and protection of minority shareholders' interests among others.		

Candidate No.	Name (Date of birth)	Career summary, position and responsibility in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
12	New election Outside Independent Atsushige Abe (February 17, 1962) Male Attendance at Board of Directors meetings –	Apr. 1985 Joined AMADA METRECS CO., LTD. (currently AMADA CO., LTD.) Apr. 2001 General Manager of Die Manufacturing Department Apr. 2006 General Manager of Human Resources Department Apr. 2007 General Manager of General Affairs and Human Resources Division June 2009 Director and Executive Officer, General Manager of General Affairs and Human Resources Division June 2012 Director, Managing Executive Officer and General Manager of General Affairs and Human Resources Division Apr. 2015 Senior Managing Director and General Manager of Corporate Management Division Oct. 2015 Senior Managing Director, General Manager of Finance Division and in charge of Global Human Resources Representative Director and President of AMADA ENGINEERING CO., LTD. (currently AMADA CO., LTD.) Apr. 2017 Senior Managing Director in charge of Human Resources of AMADA HOLDINGS CO., LTD. (currently AMADA CO., LTD.) Jan. 2018 Director and President of AMADA EUROPE S.A. Oct. 2019 Advisor and Business Reform Project Leader of AMADA MIYACHI CO., LTD. (currently AMADA CO., LTD.) Apr. 2020 President and General Manager of Corporate Management Division	–
	Reasons for nomination as candidate for Outside Director and summary of expected roles We have nominated Atsushige Abe as candidate for Outside Director because he has abundant experience and discernment as a management executive, having been involved in corporate management for many years, including serving as president of local subsidiaries of companies that engage in business globally. We expect that he will utilize the above abundant achievements and experience to contribute to ensuring the reasonableness and appropriateness of our decision-making, mainly with advice on strengthening management, recommendations on important personnel affairs and remunerations for officers as a member of the voluntary Nominating Advisory Committee, Remuneration Advisory Board and Governance Advisory Board, and protection of minority shareholders' interests among others.		

Notes:
1. There is no special interest between any of the candidates and the Company.
2. Kiyoshi Itou, Ryoko Sugiyama, Kaoru Kurashima, and Atsushige Abe are candidates for Outside Director as defined in Article 2, paragraph (3), item (vii) of the Regulations for Enforcement of the Companies Act.
3. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Kiyoshi Itou, Ryoko Sugiyama and Kaoru Kurashima have been designated as independent officers as provided for by the aforementioned exchange. If they are elected in the original form of this proposal, they will continue to be independent officers. In addition, if Atsushige Abe is elected in the original form of this proposal, he will become a new independent officer.
4. The Company has entered into a limited liability agreement with Kiyoshi Itou, Ryoko Sugiyama and Kaoru Kurashima to limit their liability under Article 423, paragraph (1) of the Companies Act to an amount as provided for by Article 425, paragraph (1) of the same Act. If their re-election is approved, the Company plans to renew the above limited liability agreement with each one of them. If Atsushige Abe is elected, the Company plans to enter into the same limited liability agreement with him.
5. Kiyoshi Itou, Ryoko Sugiyama and Kaoru Kurashima are currently Outside Directors of the Company, and at the conclusion of this Annual General Meeting of Shareholders, their tenure will have been four years for Kiyoshi Itou, three years for Ryoko Sugiyama and two years for Kaoru Kurashima.

6. The Company has concluded a directors' and officers' liability insurance agreement with an insurance company as stipulated in Article 430-3, paragraph (1) of the Companies Act, and it insures officers (Directors, Audit & Supervisory Board Members, Executive Officers, etc.), including those of subsidiaries. Such insurance agreement will cover damages and litigation costs that the insured would have to bear in the event of a claim from a shareholder, third party, or other party. However, damages caused by criminal acts, etc. committed by the insured are not covered. If the candidates are elected as Directors and assume their positions, they will become the insured of the insurance agreement.

Proposal No. 3 Election of 1 Audit & Supervisory Board Member

Audit & Supervisory Board Member Kosuke Uchida will resign at the conclusion of this Meeting. Therefore, the Company proposes the election of 1 Audit & Supervisory Board Member.
The candidate for Audit & Supervisory Board Member is as follows.
In addition, the consent of the Audit & Supervisory Board has been obtained for this proposal.

Name (Date of birth)	Career summary and position in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
New election Outside Independent Hitoshi Kaneda (March 27, 1960) Male Attendance at Audit & Supervisory Board meetings –	Apr. 1982 Apr. 2008 July 2009 June 2010 June 2011 June 2014 July 2016 June 2018 June 2019	Joined Tokyo Electric Co., Ltd. (currently Toshiba Tec Corporation) Manager of Human Resources Office of General Affairs Department Deputy General Manager of General Affairs Department Director and General Manager of Planning Office of Toshiba Human Asset Service Corporation (currently TT Human Asset Service Corporation) President and Representative Director General Manager of General Affairs Department of Toshiba Tec Corporation Executive Officer Director and Executive Officer in charge of Legal Affairs and General Manager of General Affairs Department Director and Managing Executive Officer	–
Reasons for nomination as candidate for Outside Audit & Supervisory Board Member Hitoshi Kaneda has been involved in corporate management at companies operating businesses globally and has abundant knowledge and experience in general affairs, human resources and legal affairs. We have nominated him as candidate for Outside Audit & Supervisory Board Member, because he is expected to perform duties of Outside Audit & Supervisory Board Member of the Company properly based on this abundant knowledge and experience.			

Notes:
1. There is no special interest between Hitoshi Kaneda and the Company.
2. Hitoshi Kaneda is a candidate for Outside Audit & Supervisory Board Member as defined in Article 2, paragraph (3), item (viii) of the Regulations for Enforcement of the Companies Act. If Hitoshi Kaneda is elected in accordance with the original form of this proposal, the Company plans to submit notification to the Tokyo Stock Exchange that he has been designated as an independent officer as provided for by the exchange.
3. If Hitoshi Kaneda is elected, the Company plans to enter into a limited liability agreement that limits his liability under Article 423, paragraph (1) of the Companies Act to an amount as provided for by Article 425, paragraph (1) of the same Act.
4. The Company has concluded a directors and officers liability insurance agreement with an insurance company provided for by Article 430-3, paragraph (1) of the Companies Act, to indemnify the compensation for damages and legal expenses among others incurred for the insured, including officers of the Company, by claims for damages due to actions associated with duties of company officials performed by the insured. If the candidate is elected as Audit & Supervisory Board Member and assumes his position, he will become the insured of the insurance agreement.

<Reference>

Expertise and experience of Directors (skills matrix) *This is expected after this General Meeting of Shareholders

Based on the recognition that the most important management issue is to continue sustainable business growth and increase corporate value, the Company has adopted the corporate philosophy of "Creatively and Actively Contribute to Society," and aims for the management to earn the trust and satisfaction of all stakeholders as a globally competitive company that places emphasis on safety and environmental responsiveness.

The Company has also identified seven areas in which the Board of Directors should prepare for the realization of "A Global Company for Global Society," which is the aspiration set forth in the Company's long-term vision "VISION2027," which lays out the long-term direction of the Company.

In addition, in order to improve the effectiveness of the Board of Directors, the Company has listed below the areas in which we particularly expect individual Directors and Audit & Supervisory Board Members to perform.

	Name	Business Administration & Global Management	Business Strategy & Marketing	ESG (Environment, Society, Governance)	Finance & Accounting	Personnel Affairs & Development of Human Resources	R&D	Production Technology & Quality Control
Director	Tomohiko Okubo Male	●	●	●		●		
	Yasushi Komori Male	●	●		●	●		
	Yosuke Takemura Male		●	●		●		
	Yoshikazu Shima Male			●		●	●	●
	Tomoyuki Kiura Male		●	●	●			
	Takashi Hanne Male		●				●	●
	Kazuhiro Nakajima Male	●	●		●			
	Masaharu Oikawa Male	●	●				●	
	Kiyoshi Itou Male Outside Independent	●		●	●	●		
	Ryoko Sugiyama Female Outside Independent	●	●	●		●		
	Kaoru Kurashima Male Outside Independent	●	●	●				
	Atsushige Abe Male Outside Independent	●	●	●		●		
Audit & Supervisory Board Member	Yoshiaki Sawada Male Outside Independent			●	●	●		
	Hitoshi Kaneda Male Outside Independent	●		●		●		
	Yoshiyuki Kawakami Male Outside Independent			●				
	Mayumi Noguchi Female Outside Independent			●	●			

Up to four areas of expectation for each person are listed.

The above list does not represent all the knowledge and experience possessed by each person.

Criteria for Independence of Outside Directors and Outside Audit & Supervisory Board Members

An Outside Director or Outside Audit & Supervisory Board Member of the Company shall be deemed not to be independent if any of the following items applies to him/her.

1. If any of the following items applies to the Outside Director or Outside Audit & Supervisory Board Member (himself/herself)
   (1) He/she is currently or has been in the past, a Director, Audit & Supervisory Board Member, Executive Officer, Operating Officer, Manager or other employee belonging to the corporate group consisting of the Company and subsidiaries of the Company (the "Group")
   (2) He/she is currently or has been in the past three years, a shareholder holding 10% or more of the voting rights of the Company ("major shareholder"), or if the major shareholder is a corporation, a Director, Audit & Supervisory Board Member, Executive Officer, Operating Officer, Manager or other employee of a company belonging to the corporate group consisting of that corporation and the subsidiaries of that corporation ("major shareholder group")
   (3) He/she is a Director, Audit & Supervisory Board Member, Executive Officer, Operating Officer, Manager or other employee of a business partner, etc. or a corporation if the business partner, etc. is a corporation that falls under any of the following.
      1) Business partners that have paid on average 2% or more of the Company's annual consolidated net sales to the Group over the past three years.
      2) Suppliers that have received, on average, 2% or more of their annual consolidated net sales from the Group over the past three years.
      3) Lenders to whom the Group currently owes an amount equivalent to 2% or more of the Company's total consolidated assets.
   (4) He/she is a lawyer, certified public accountant, tax accountant, or other consultant who has received on average annual remuneration of 10 million yen or more from the Group over the past three years (or from an organization if the person receiving the remuneration is a Member of such organization), other than remuneration as a Director or Audit & Supervisory Board Member.

2. If any of the following items applies to a spouse or relative within the second degree of kinship (close relative) of the Outside Director or Outside Audit & Supervisory Board Member
   (1) He/she is currently or has been in the past, a Director, Audit & Supervisory Board Member, Executive Officer, Operating Officer, Manager or other employee belonging to the Group
   (2) He/she is currently or has been in the past three years, a major shareholder, or if the major shareholder is a corporation, a Director, Audit & Supervisory Board Member, Executive Officer, Operating Officer, Manager or other employee of a company belonging to the major shareholder group
   (3) He/she is a Director, Audit & Supervisory Board Member, Executive Officer, Operating Officer, Manager or other employee of a business partner, etc. or a corporation if the business partner, etc. is a corporation that falls under any of the following.
      1) Business partners that have paid on average 2% or more of the Company's annual consolidated net sales to the Group over the past three years.
      2) Suppliers that have received, on average, 2% or more of their annual consolidated net sales from the Group over the past three years.
      3) Lenders to whom the Group currently owes an amount equivalent to 2% or more of the Company's total consolidated assets.
   (4) He/she is a lawyer, certified public accountant, tax accountant, or other consultant who has received on average annual remuneration of 10 million yen or more from the Group over the past three years (or from an organization if the person receiving the remuneration is a Member of such organization), other than remuneration as a Director or Audit & Supervisory Board Member.