

Corporate Governance

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NISSIN FOODS HOLDINGS CO., LTD.

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https://www.nissin.com/en_jp/

The corporate governance of NISSIN FOODS HOLDINGS CO., LTD. (the “Company”) is described below.

I. Basic Concept on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information

1. Basic Concept [Updated]

While providing safe and worry-free foods, and promoting businesses to maximize benefits to all stakeholders including shareholders, consumers, employees, business partners, local communities, and local residents, the NISSIN FOODS Group (the “Group”) recognizes enhanced and strengthened corporate governance as one of the top priorities for management and strives for highly objective and transparent management. To achieve this objective, the Company has already appointed more than one Outside Director and Outside Audit & Supervisory Board Member, and has proactively incorporated the opinions of outside experts in management, thereby endeavoring to invigorate management and make it transparent. In particular, in regard to Directors, in June 2016, we have reduced the number of Internal Directors by six, to three, in June 2022, we have increased the number of Outside Directors by one, and in June 2024, we have again increased the number of Outside Directors by one, to seven. By making Outside Directors the majority, the Company is further strengthening supervisory functions.

As a company with an Audit & Supervisory Board, the Company has a system for auditing the Directors’ execution of duties with four Audit & Supervisory Board Members (of which, two are Independent Outside Audit & Supervisory Board Members). Furthermore, the Company is striving to further enhance corporate governance by placing several staff specializing in assisting the operations of Audit & Supervisory Board Members, enhancing the Internal Audit Department, which improves the efficiency of audits by cooperating with Audit & Supervisory Board Members, and reinforcing the internal control systems, etc.

The Company changed its trade name from “Nissin Food Products Co., Ltd.” to “NISSIN FOODS HOLDINGS CO., LTD.” on October 1, 2008, and made a transition to the holding company system effective the same date. The Company has structured a system in which the Company becomes a holding company, and instant noodle business, chilled foods business, and frozen foods business are respectively transferred to subsidiaries to be established through an incorporation-type company split to position them at the same level as other subsidiaries. The Company made this transition to the holding company system as we determined it necessary to build management structure to help further boost competitiveness of operating companies in order to lead the Group to achieve significant growth going forward. We aim to maximize corporate value of the entire Group in accordance with the Medium- to Long-Term Growth Strategy.

[Disclosure Based on the Principles of the Japan’s Corporate Governance Code] [Updated]

The Company complies with all of the principles of Japan’s Corporate Governance Code revised in June 2021.

[Principle 1-4]

■ Policy on Reduction of Cross-Shareholdings in Listed Companies

In addition to obtaining dividends and capital gains, from a management strategy viewpoint, the Company holds shares in listed companies as deemed necessary for forming positive relationships with business partners and enhancing corporate value over the medium to long term by promoting smooth operations through efficient and stable transactions, business alliances, etc.

Among these shares, the Company adopts a basic policy of selling shares whose grounds for holding have weakened as soon as practicable. Furthermore, at the Board of Directors meetings held annually, the Company comprehensively considers the economic rationality of each individual issue of shares, such as the contribution to business revenue and whether the actual returns exceed the earnings targets based on capital costs, the holding purpose, the status of transactions and other factors, and regularly verifies whether to continue holding the shares and the selling schedule.

As of the end of March 2016, the end of the fiscal year immediately after the establishment of the “Corporate Governance Code” by the Tokyo Stock Exchange on June 1, 2015, the Company had a balance of ¥92,496 million in cross-shareholdings. Based on the above basic policy, the Company has been reducing such cross-shareholdings. In FY2025, the Company reduced its cross-shareholdings by ¥9.6 billion across nine issues. As a result, the balance of cross-shareholdings at the end of March 2026 amounted to ¥54,252 million, equivalent to 9.7% of total capital of ¥559,817 million at that time, and cross-shareholdings excluding issues outside Japan amounted to ¥49,712 million, equivalent to 8.9% of total capital at the end of March 2026. The number of cross-shareholdings as of the end of March 2026 was 52.

The Company intends to continue to reduce its cross-shareholdings in accordance with the above basic policy. The Company provides in the following documents with a graph showing the record of its reduction.

- Annual securities report (Part 4 Status of the Company, 4. Status of Corporate Governance, etc., (5) Status of Shareholdings) (Japanese only)

■ Standards for Exercising the Voting Rights as to Cross-Shareholdings

In exercising voting rights of shares in listed companies held, the Company appropriately exercises them by evaluating overall factors including if such exercise contributes to enhancing its corporate value over the medium to long term and if it contributes to common interests of shareholders of the companies of which shares the Company holds.

[Principle 1-7]

■ Transactions with Related-Parties

In the event of transactions between a Director and the Company (self-transactions and indirect transactions) or transactions between a principal shareholder (with 10% or higher holding) and the Company, the appropriateness of the contents and economic rationality of such transactions shall be discussed before their implementation at a meeting of the Board of Directors, and in addition, the Director who carried out said transaction shall be required to report said transaction at a meeting of the Board of Directors without delay after implementing said transaction. The Company has set forth these procedures in the Board of Directors Regulations and other internal company regulations.

[Supplementary Principle 2-4(1)]

■ Basic concept on ensuring diversity

The Group proactively recruits and appoints human resources with a variety of strengths and specialization in order to become a “EARTH FOOD CREATOR (food culture creator group)” that adapts to changing times and also creates changes. Moreover, prohibition of discrimination and harassment based on race, ethnicity, nationality, religion, beliefs, place of birth, gender, sexual orientation, gender identity, age, disability, etc. is spelled out in the NISSIN FOODS Group Policy on Human Rights, which aims for a workplace where employees who hold various attributes and values can play an active role.

<Female employees>

The Group puts effort into an employment system where it is easy to work while raising children as well as the reform of awareness internally in order to promote the active participation of female employees. As a result, the Group was selected as a “Platinum Kurumin (recognized in 2019)” and one of the “Semi-Nadeshiko Brands (recognized in 2019 and 2020).”

In addition to the ease of working, we have set numerical targets of 20% for the ratio of total female generalist employees and 10% for the ratio of female managers by the end of FY2025 so that we can increase the number of female employees actively participating in important positions. As of March 2026, we have achieved both targets, attaining a 23% ratio of female generalist employees and a 10% ratio of female managers. We have set new targets going forward of 35% for the ratio of female full-time employees and 15% for the ratio of female managers by the end of FY2030, and will accordingly expand and develop our human

resources pool to facilitate the appointment of women in important positions. In addition, we support the “Challenge to 30% by 2030*” promoted by the Japan Business Federation (KEIDANREN), and in that regard have achieved a percentage of female officers (Directors and Audit & Supervisory Board Members) of 28.6% as of June 25, 2026 through proactive appointment of women. To achieve our targets for promoting women’s participation, we are implementing a variety of initiatives, such as the establishment of numerical targets for each department, implementation of a sponsorship system where organizational leaders, including officers, commit to training employees themselves, conducting women’s empowerment sessions by sponsors, holding roundtable discussions between female Outside Directors and management team candidates, conducting diversity management training and women’s leadership development programs, and fostering networks among women. As a result, both the ratio of female managers and the ratio of female generalist employees are steadily increasing.

(Note) Figures and measures are presented for NISSIN FOODS HOLDINGS CO., LTD., NISSIN FOOD PRODUCTS CO., LTD., NISSIN CHILLED FOODS CO., LTD., and NISSIN FROZEN FOODS CO., LTD.

*Challenge to 30% by 2030: Japan Business Federation (KEIDANREN)’s initiative to increase the percentage of female officers to 30% or more by 2030.

<Mid-career employees>

The Group proactively recruits mid-career employees who have a variety of experience, wisdom and specialization for promoting challenges in new fields, such as new businesses, globalization, DX, etc. Currently, there is active participation by many mid-career employees, with a recruitment ratio of mid-career employees of 73%, employment ratio of 61% and ratio of mid-career employees in management positions of 42%. The Group works on initiatives, such as strengthening the onboarding program through common orientation, philosophy training, distribution of workplace guidance videos, creation of acceptance plans, and one-on-one support by mentors, as well as an internal network support, so that mid-career employees can quickly demonstrate their abilities.

The Group continuously recruits and appoints human resources regardless of age, gender, nationality, etc. with the policy of utilizing various human resources to achieve the Medium- to Long-Term Growth Strategy. Therefore, there are no numerical targets for mid-career employees.

Mid-career employees, which already constitute a majority of employees, are playing active roles in the Group, and going forward, the Group intends to place more emphasis on aligning the skills and strengths of employees with appropriate roles and create an organization conducive to innovation through the combination of new graduates and mid-career employees with “experience and wisdom.”

(Note) Figures and measures are presented for NISSIN FOODS HOLDINGS CO., LTD., NISSIN FOOD PRODUCTS CO., LTD., NISSIN CHILLED FOODS CO., LTD., and NISSIN FROZEN FOODS CO., LTD.

<Non-Japanese employees>

The Group continuously recruits and appoints human resources regardless of age, gender, nationality, etc., with the policy of utilizing various human resources to achieve the Medium- to Long-Term Growth Strategy.

Currently, there are 47 non-Japanese employees, and six of these employees are playing an active role in management. In addition, some global subsidiaries of the Group have non-Japanese Presidents playing active roles. While setting our sights on accepting employees from our global subsidiaries into our domestic operating companies going forward, we will also develop human resources of leaders who drive business growth worldwide and will work to strengthen global governance and global talent management across the entire Group.

(Note) Figures and measures are presented for NISSIN FOODS HOLDINGS CO., LTD., NISSIN FOOD PRODUCTS CO., LTD., NISSIN CHILLED FOODS CO., LTD., and NISSIN FROZEN FOODS CO., LTD.

■ Human resources development policy to ensure diversity, establishment of internal environment and the situation of such

The Group has implemented such programs that teach awareness of diversity, equity & inclusion as well as knowledge and skills for management by launching the “DIVERSITY ACADEMY” in “NISSIN ACADEMY,” which is a human resources development group. In addition to promoting women’s participation, we are striving to create an environment where individuals with diverse lifestyles, values, and experiences can easily demonstrate their abilities. This includes efforts to increase the rate of paternity leave

taken by men, promote understanding of LGBTQ+ issues, and implement onboarding programs for mid-career employees. As our workforce diversifies and the complexity of on-site management increases, we have also initiated efforts to enhance employee work engagement and make workplaces more effective by utilizing workplace surveys. Starting in FY2024, we have added a new indicator, the “Diversity Impact Perception,” to our monitoring efforts.

Moreover, the Group elicits a variety of individual initiatives, and creates a system even in on-the-job training settings, which renders it easy to realize growth through the implementation of the “challenge target system,” “1-on-1 meetings” and “growth realization meetings (human resource review meetings)” in order for on-site managers to support the growth of each and every member.

[Principle 2-6]

■ Roles as Asset Owners of Corporate Pension Funds

To ensure that beneficiaries continue to receive stable pension benefits in the future, the Group formulated the composition ratio for plan assets, keeping in mind risks and returns. The management status of plan assets is regularly monitored and the composition ratio for plan assets is reviewed as necessary by the Asset Management Committee, which is composed of members including the Company’s finance and accounting division. The pension plan management institution is comprehensively evaluated and monitored taking into consideration information such as their management performance, management policy, management structure, and management process.

Nissin Food’s Corporate Pension Fund declared that it accepted the Stewardship Code in September 2020. In its capacity as an institutional investor, which is an asset holder, the Group intends to monitor and engage in dialogue with the asset management trustees to whom it entrusts its asset management operations, fulfilling its stewardship responsibilities and seeking to enhance the corporate value of portfolio companies and promote their sustainable growth through dialogue with the companies in which it invests.

[Principle 3-1 (i)]

■ Nissin Foods Group’s CSV management

We will achieve sustainable growth while solving environmental and social issues by becoming a “EARTH FOOD CREATOR (food culture creator group),” which keeps creating new food culture on a continuous basis.

- Mission: The Spirit of the Founder (“食足世平 Shoku-soku Se-hei,” “食創為世 Shoku-so Isei,” “美健賢食 Bi-ken Ken-shoku,” and “食為聖職 Shoku-i Sei-shoku.”)
- Vision: EARTH FOOD CREATOR
- Value: 4 important thoughts (Creative Unique Happy Global)

■ The Group Growth Story for the Medium- to Long-Term

The Company has formulated the “NISSIN FOODS Group Medium- to Long-Term Growth Strategy,” a business plan that defines medium- to long-term growth strategies for FY2021 and beyond and growth targets over the next 10 years. Through the execution of this strategy, we will pursue the Group’s CSV management.

(1) Strengthen the Cash-Generating Capacity of Existing Businesses

Pursue sustainable growth while making a significant shift of profit portfolios through aggressive growth of global business and non-instant noodles business.

(2) EARTH FOOD CHALLENGE 2030

Aim to extend the lifecycle of existing businesses significantly by working to utilize finite resources effectively and reduce the impact of climate change

(3) Pursue New Businesses

Aim to co-create foods of the future with food science and become a company that provides food and health solutions through technology

Specific details regarding the Medium- to Long-Term Growth Strategy are provided in the material described below.

- Annual securities report (Part 2 Overview of Business, 1. Management policy, management environment, issues to be addressed, etc.) (Japanese only)

[Principle 3-1 (ii)]

■ Basic Concept and Policies on Corporate Governance

While providing safe and worry-free foods, and promoting businesses to maximize benefits to all stakeholders including shareholders, consumers, employees, business partners, local communities, and local residents, the Group recognizes enhanced and strengthened corporate governance as one of the top priorities for management and strives for highly objective and transparent management. To achieve this objective, the Company has already appointed more than one Outside Director and Outside Audit & Supervisory Board Member, and has proactively incorporated the opinions of outside experts in management, thereby endeavoring to invigorate management and make it transparent. In particular, in regard to Directors, in June 2016, we have reduced the number of Internal Directors by six, to three, in June 2022, we have increased the number of Outside Directors by one, and in June 2024, we have again increased the number of Outside Directors by one, to seven. By making Outside Directors the majority, the Company is further strengthening supervisory functions.

As a company with an Audit & Supervisory Board, the Company has a system for auditing the Directors' execution of duties with four Audit & Supervisory Board Members (of which, two are Independent Outside Audit & Supervisory Board Members). Furthermore, the Company is striving to further enhance corporate governance by placing several staff specializing in assisting the operations of Audit & Supervisory Board Members, enhancing the Internal Audit Department, which improves the efficiency of audits by cooperating with Audit & Supervisory Board Members, and reinforcing the internal control systems, etc.

[Principle 3-1(iii)]

■ Policies and Procedures in Determining the Remuneration

For details, please refer to "II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Supervision in Management/1. Organizational Composition and Operation/[Director Remuneration]/Disclosure of Policy for Determining Remuneration Amounts or Calculation Methods Thereof."

[Principle 3-1(iv)]

■ Policies and Procedures for Selection of Candidates for Directors and Audit & Supervisory Board Members

(Composition of the Board of Directors, Criteria for Selection of Candidates for Directors and those for dismissal of Directors)

In order to develop the Group's operations globally under its philosophy, "EARTH FOOD CREATOR," the Group selects candidates who possess extensive experience, deep insight, and advanced specialization, while comprehensively taking into account the balance of knowledge, experience, and capabilities; diversity in fields of specialization, gender and age, as well as race, ethnicity, nationality and country of birth; appropriateness of scale of the Board of Directors as a whole and other factors.

Candidates for Internal Directors are selected from among those people who are involved in Group management, such as Executive Officers, Chief Officers, Presidents of operating companies, and Chief Representatives in each area, in addition to President & Representative Director, CEO, Executive Vice President & Representative Director, COO.

Candidates for Outside Directors are selected from those who, as well as satisfy the standards of the Companies Act, are management executives, academic experts and the like, based on their deep insight and advanced specialization with extensive experience in global economics, finance, industry trends, corporate strategy, marketing, advanced research, etc., and who are capable of not only checking in the Board of Directors meetings from an objective standpoint the legality of management and the appropriateness of decision-making in the execution of duties, but also, the Group expects, providing advice leading to business activities that will enhance corporate value in the Board of Directors meetings, etc.

As for the procedures for the above, candidates are decided by the Board of Directors after the appropriateness of them is deliberated and verified by the Management Advisory Committee.

Candidates for the management team (hereinafter refers to Directors with special titles and Executive Officers with special titles) are selected from among persons selected as Director and from among the Executive Officers in principle who have past achievements, a strong ownership and sense of responsibility toward realization of the Group's philosophy, and popularity from inside and outside the Company for exceptional capabilities in decision-making, reaching breakthroughs, winning peoples' hearts and minds, and a clear sense of morals and values, as well as having broad experience and knowledge relating to corporate management, a keen spirit to acquire cutting-edge insight, and excellent business judgement. After the selected individuals are subjected to the deliberation and verification by the Management Advisory Committee, the

Board of Directors judges whether these selected individuals are suitable persons as members of the management team.

Concerning dismissal of members of the management team, in addition to the annual examination carried out by the Management Advisory Committee based on performance results, in the event of circumstances arising suggestive of the individual meeting the criteria for dismissal (through (1) an action that violates the laws and regulations, the Articles of Incorporation, or internal rules such as the Code of Conduct and that has caused or has the risk of causing a significant loss or a hindrance of business in the Group, (2) a significant difficulty in execution of duties, and (3) revelation that the individual is lacking the various requirements stated in the criteria for selecting), the grounds for the dismissal shall be examined and verified at the Management Advisory Committee and the decision of dismissal will be made by the Board of Directors.

(Composition of the Audit & Supervisory Board and Criteria for Selection of Candidates for Audit & Supervisory Board Members)

Based on the Companies Act and other laws and regulations, as well as the Articles of Incorporation and other regulations, the Audit & Supervisory Board audits the process of decision-making by the Directors and the status of their execution of duties.

The number of the Audit & Supervisory Board Members is four or fewer, with more than half as Outside Audit & Supervisory Board Members.

The criteria for selecting candidates for Audit & Supervisory Board Members (internal) is to select people who can perform auditing and ensure management soundness from a perspective based on extensive operational experience in the Group.

The criteria for selecting candidates for Outside Audit & Supervisory Board Members is to select people who satisfy the standards of the Companies Act, and who have extensive experience and advanced specialization, which are necessary for audit.

As for the procedures for the above, candidates are decided by the Board of Directors after the appropriateness of them is deliberated and verified by the Management Advisory Committee and the approval of the Audit & Supervisory Board is obtained.

(Criteria for Assessing Externality and Independency of Independent Outside Directors and Independent Outside Audit & Supervisory Board Members)

The Company appoints Outside Directors and Outside Audit & Supervisory Board Members as independent directors and independent audit & supervisory board members in accordance with requirements for outside directors and outside audit & supervisory board members defined in the Companies Act and the criteria for independency defined by the Tokyo Stock Exchange.

[Principle 3-1(v)]

■ Reasons for Nominating Each Candidate for Directors and Audit & Supervisory Board Members

Reasons for nominating each candidate for Directors and Audit & Supervisory Board Members are stated on the Notice of the 78th Ordinary General Meeting of Shareholders posted on the Company's website.

https://www.nissin.com/en_jp/ir/shareholder/meeting/

[Supplementary Principle 3-1(3)]

■ Sustainability Initiatives, etc.

Based on the four tenets of “(“食足世平 Shoku-soku Se-hei,” “食創為世 Shoku-so Isei,” “美健賢食 Bi-ken Ken-shoku,” and “食為聖職 Shoku-i Sei-shoku”)” stated by the founder, the Group aims to become the embodiment of an “EARTH FOOD CREATOR,” which is the Group philosophy, by becoming a “food culture creator group” that continuously creates new food culture, and working for sustainable growth while solving environmental and social issues.

(1) Sustainability initiatives

The Group aims to realize a sustainable society and enhance corporate value under the Group philosophy of “EARTH FOOD CREATOR,” which seeks to contribute to society and the earth by gratifying people everywhere with pleasures and delights food can provide. The responsibilities that the Group must fulfill and the social issues that it must address cover a wide range of areas, including the establishment of a food safety management system, reduction of environmental impact, and establishment of governance. Among these, we have identified material issues, which are important themes that the Group should focus on. These include

“Health and Nutrition,” “Product Safety and Security,” “Climate Change,” “Human Resource Development,” “Biodiversity,” “Deforestation,” and “Sustainable Value Chain Management.” As for the other issues, we have formulated strategies and are implementing measures based on the evaluations from major ESG rating agencies as KPIs for each division.

For details regarding the Group’s initiatives, please refer to “III. Implementation of Measures for Shareholders and Other Stakeholders/3. Measures to Ensure Due Respect for Stakeholders/Implementation of Environmental Activities, CSR Activities, etc.” in this report as well as the Company’s website (https://www.nissin.com/en_jp/sustainability/).

(2) Investment, etc. into human capital and intellectual property

The Group aims to become the embodiment of an “EARTH FOOD CREATOR,” which is the Group philosophy, by becoming a “food culture creator group” that continuously creates new food culture, and working for sustainable growth while solving environmental and social issues. With “Human Resources to Support Our Strategies/Organizational Foundation Reform” as an important theme of the Medium- to Long-Term Growth Strategy, the Group aims to realize an innovative organization that continues to execute strategies and create new food culture.

Furthermore, as a general food company group, the Group aims for the realization of a “branding corporation” that is made up of the top brands through constant creation and development of top brands within each category, and works to ensure and increase corporate value and the common interests of shareholders while establishing an even more solid management foundation. The competitive advantage of the Group is its brand strength in marketing & innovation in addition to its competitiveness as a “Food Tech Company” based on the processing technologies cultivated over many years. This is supported by intellectual property (IP) such as patents and trademarks covering the entire Group’s product lineup. One of the three themes of our Medium- to Long-Term Growth Strategy announced in May 2021 is to create foods of the future with food science, and we aim to make further progress by making maximum use of our intellectual property.

Details concerning the Medium- to Long-Term Growth Strategy as well as specific initiatives concerning human resources and R&D activities are presented in the materials below.

○Medium- to Long-Term Growth Strategy

- Annual securities report (Part 2 Overview of Business, 1. Management policy, management environment, issues to be addressed, etc.) (Japanese only)

○Human resource initiatives

- “Disclosure Based on the Principles of the Japan’s Corporate Governance Code/Supplementary Principle 2-4(1)” in this report
- The Company’s website
(https://www.nissin.com/en_jp/sustainability/social/human-resource-development/)

○R&D activities

- Annual securities report (Part 2 Overview of Business, 6. Research and development activities) (Japanese only)

(3) Impact of risks and profit opportunities pertaining to climate change on the Company’s business activities, profit, etc.

Environmental problems on a global scale, such as climate change, are becoming more apparent in recent years. Under such circumstances, as a global company supporting people in the world with food, we have positioned the promotion of environmental measures at an even higher level as an important management priority, and formulated our environmental strategy “EARTH FOOD CHALLENGE 2030” as one of our Medium- to Long-Term Growth Strategies in April 2020.

The environmental strategy “EARTH FOOD CHALLENGE 2030” comprises two pillars: “Challenge to effectively use resources (“EARTH MATERIAL CHALLENGE”),” which is an effort focused on the preservation of the environment surrounding natural resources and the effective use of resources, and “Challenge to climate change (“GREEN FOOD CHALLENGE”),” which is an effort to reduce CO2 emissions in the Group’s business activities. The “EARTH MATERIAL CHALLENGE” focuses on the three themes of “earth-friendly procurement,” “saving of earth resources,” and a “waste-free earth,” while the “GREEN FOOD CHALLENGE” focuses on the three themes of “manufacture with green electricity,” “develop with green food ingredients,” and “complete with green packaging.” In addition, we consider the issue of climate change in particular as one of the most important management risks. This is because the

Group's businesses are affected in various ways by climate change, such as soaring raw material costs, damage to manufacturing plants, and changes in consumers' purchasing activities.

For details, please refer to the Company's website (https://www.nissin.com/en_jp/sustainability/environment/climate-change/).

[Supplementary Principle 4-1(1)]

■ Agenda for Deliberation at the Board of Directors

To implement the corporate strategy and achieve the target metrics of operating performance, the Board of Directors of the Company with attendance of Outside Directors engages in comprehensive and substantive deliberation over corporate strategy, medium- to long-term plans and business challenges. Accordingly, the Board of Directors determines important matters for the Company and the Group companies including M&A, organizational change, and a large amount of asset acquisition or disposal in accordance with these strategies. To ensure prompt execution of duties, the Board of Directors makes decisions based on the amount, etc. specified in the Approval Regulations and delegates any subjects that fall below the specified amount to such subordinate functions as the Management Committee; President & Representative Director, CEO; Executive Vice President & Representative Director, COO; Executive Officers; Chief Officers; and regional Chief Representatives.

[Supplementary Principle 4-1(3)]

■ Succession Plan for CEO

To develop perpetually as an "EARTH FOOD CREATOR," the Group must strategically groom corporate managers who set forth a medium- and long-term mission and realize and execute the corporate philosophy.

When choosing the CEO successor, candidates are selected from among persons appointed as Director and from among the Executive Officers in principle who have past achievements, a strong ownership toward realization of the Group's philosophy, ability to drive global growth and allocate resources optimally, and popularity from inside and outside the Company for exceptional capabilities in reaching breakthroughs, decision-making, winning peoples' hearts and minds, self-management, and a clear sense of responsibility, as well as having broad experience and knowledge relating to corporate management, a keen spirit to acquire cutting-edge insight, and excellent business judgement. After the selected individual is subjected to the deliberation and verification by the Management Advisory Committee, the Board of Directors judges whether the selected individual is suitable person as the successor. The Management Advisory Committee reviews the appropriateness of the skill sets for CEO successor and the suitability of candidates on an annual basis, and the Board of Directors determines the skill sets for CEO successor and the candidates based on the results of the Management Advisory Committee's review.

■ Skill Sets for CEO Successor

- (i) Mission, vision, and conceptualization
- (ii) Breakthrough capability
- (iii) Decision-making ability
- (iv) Ability to win people's hearts and minds
- (v) Self-management skills
- (vi) Sense of responsibility
- (vii) Experience and knowledge

■ Training Process for CEO Successor

- (i) Define skills and experience required for CEO
- (ii) Select successor candidates
- (iii) Deliberation by the Management Advisory Committee and the Board of Directors on (i) and (ii)
- (iv) Implement training plans

(v) Check successor progress

[Supplementary Principle 4-3(4)]

• Utilization of Internal Audit Department

Having established internal controls and company-wide risk management systems as a foundation that ensures appropriate compliance and supports sound risk-taking, the Company strives for appropriate operations based on such systems. The Board of Directors continuously supervises the establishment and operation of these systems across the entire Group, while utilizing the Internal Audit Department to verify their effectiveness and follow up on improvements.

The Internal Audit Department strives to ensure audit quality in compliance with global internal audit standards. It also selects audit targets and priority areas on a risk basis to verify the effectiveness of Group governance and company-wide risk management. Audits are conducted on a Group-wide basis, including domestic and international subsidiaries and important locations.

Regarding audit results, we do not only present findings but also perform cause analysis and suggest improvements. For important issues, we continuously monitor the formulation and implementation of improvement plans. The Board of Directors endeavors to strengthen governance and enhance corporate value by directing reviews of internal control and risk management systems as necessary based on these reports.

[Principle 4-8]

■ Number of Independent Outside Directors and Ratio of Independent Outside Directors in the Board of Directors

The Board of Directors of the Company comprises ten Directors, of which five are Independent Outside Directors, and accordingly the ratio of Independent Outside Directors in the Board of Directors is 1:2. In addition to the Independent Outside Directors, there are also two more Outside Directors. Including the five Independent Outside Directors, there are seven Outside Directors in total. As a result, Outside Directors make up the majority of Directors under the existing system, and there is effective action being taken to make management more transparent and to strengthen the supervisory function.

[Principle 4-9]

■ Criteria for Externality and Independency of Independent Outside Directors

The Company appoints Outside Directors as independent directors in accordance with requirements for Outside Directors defined by the Companies Act and the independence standards set out by the Tokyo Stock Exchange.

[Supplementary Principle 4-10(1)]

■ Concept, Authority and Roles Related to Voluntary Nominating Committee and Remuneration Committee and Related to Independence of Committee Structure

The Company has established the “Management Advisory Committee,” which is chaired by an Independent Outside Director and the majority of which are Independent Outside Directors, in order to strengthen the supervisory functions of the Board of Directors and at the same time ensure transparency and fairness in management. Furthermore, in internal regulations, the Board of Directors is required to consult with the Management Advisory Committee prior to its deliberation and resolution of particularly important matters concerning the Company’s corporate governance system, such as nominations, remuneration, etc. related to management, including Directors. The Management Advisory Committee, which receives consultations, contributes to discussions by the Board of Directors by reporting these deliberation results to the Board of Directors. Moreover, the Board of Directors works to ensure fairness and transparency through the need to deliberate and resolve related matters, having respect for reports from the Management Advisory Committee and taking them into full consideration.

For details related to the Management Advisory Committee, please refer to “II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Supervision in Management/1. Organizational Composition and Operation/[Directors]/Supplementary explanation.”

[Supplementary Principle 4-11(1)]

■ Views on the Balance of Knowledge, Experience and Capabilities, Diversity and Scale of the Board of Directors as a Whole

In order to develop the Group's operations globally under its philosophy, "EARTH FOOD CREATOR," the Group selects candidates who possess extensive experience, deep insight, and advanced specialization, while comprehensively taking into account the balance of knowledge, experience and capabilities; diversity in fields of specialization, gender and age, as well as race, ethnicity, nationality and country of birth; appropriateness of scale of the Board of Directors as a whole and other factors.

Based on the above policy, the Company clarifies the requirements, such as knowledge, experience, capabilities, etc., needed by officers of the Company in order to realize the management strategy, such as the Medium- to Long-Term Growth Strategy. In addition, the "skill matrix," which lists the reasons for selecting each of these requirements and the roles that each officer is particularly expected to play is posted on the Company's website.

(https://www.nissin.com/en_jp/sustainability/governance/corporate-governance/)

The policies and procedures for the selection of candidates for Directors are explained in [Principle 3-1(iv)].

[Supplementary Principle 4-11(2)]

■ Status of Concurrent Positions of Directors and Audit & Supervisory Board Members with Other Listed Companies' Officers

The Company posts the status of concurrent positions of Directors and Audit & Supervisory Board Members every year in the Notice of Ordinary General Meeting of Shareholders.

https://www.nissin.com/en_jp/ir/shareholder/meeting/

[Supplementary Principle 4-11(3)]

■ Purpose of Evaluating the Effectiveness of the Board of Directors

In achieving the sustainable growth of the Group and enhancement of its corporate value over the medium to long term, the Company provides safe and worry-free foods, and promotes businesses to maximize benefits to all stakeholders including shareholders, consumers, employees, business partners, local communities, and local residents. The Company also recognizes enhanced and strengthened corporate governance as one of the top priorities for management, and is committed to achieving highly objective and transparent management. As part of these effort, the Company confirms whether the Board of Directors is fulfilling its role and evaluates its effectiveness annually to enhance the effectiveness of the Board of Directors.

■ Methods for Evaluating the Effectiveness of the Board of Directors

The evaluation method has been determined based on the deliberations of the Management Advisory Committee and the Board of Directors. In FY2025, as in the previous fiscal year, a third-party evaluation was conducted based on a survey and the outcome of discussions by the Management Advisory Committee.

■ Process for Evaluating the Effectiveness of the Board of Directors in FY2025

- (i) The Management Advisory Committee deliberated the evaluation process and items to be evaluated, which were reported to the Board of Directors. Based on the details of the Management Advisory Committee's report, the Board of Directors deliberated and determined the method of evaluating effectiveness.
- (ii) The questionnaire was delivered to all Directors and Audit & Supervisory Board Members on a named basis, and a third party aggregated the answers and analyzed them.
- (iii) Based on the third-party analysis, the Management Advisory Committee conducted discussions, including the issues to be addressed going forward, and shared the results with the Board of Directors. The Board of Directors confirmed any issues to be addressed for the enhancement of the Board of Directors in the coming fiscal year.

■ Analysis and evaluation of Effectiveness of the Board of Directors in FY2025

(1) Initiatives to address medium-term issues

To create time and opportunities for deliberating important items, a medium-term issue identified by the Board of Directors from the perspective of contributing to the achievement of the NISSIN FOODS Group

medium- to long-term growth strategy, we have set out three items: (A) global expansion from the perspective of our medium- to long-term growth strategy, (B) investments and financing from a medium- to long-term perspective, and (C) human capital; to work to create the time and opportunities for deliberating these items, we have continued to strengthen our operations such as by enhancing explanations of deliberation items in advance and holding off-site meetings to exchange opinions.

(2) Summary of FY2025 Board of Directors Effectiveness Assessment

The deliberations resulted in a positive assessment of measures by the Board of Directors including engaging officers with diverse perspectives and enabling open and frank discussions, the steady efforts made by the office to address issues pointed out in the previous Board of Directors effectiveness assessment. It was confirmed that the effectiveness of the Board of Directors is being generally ensured. At the same time, it has also become clear that we need to continue our efforts to deepen the discussion on important deliberation items.

(3) Issues to be addressed and policies for further improvement of effectiveness

While evaluated as improving to a certain extent in securing time for deliberating important items, the need for further creation and deepening of opportunities for discussions was raised. The request was made, in particular, on the enhancement of strategic discussions from a medium- to long-term perspective. We will continue to set out the three items: (A) global expansion from the perspective of our medium- to long-term growth strategy, (B) investments and financing from a medium- to long-term perspective, and (C) human capital as important items to address the medium-term issue. Furthermore, to enhance strategic discussions that are particularly needed, we will promote communication between outside directors and executives while devising management methods that will further enhance discussions at the Board of Directors, seeking further improvement in the effectiveness of the Board of Directors.

[Supplementary Principle 4-13(3)]

■ Ensuring Cooperation with the Internal Audit Department

In order for Directors to effectively fulfill their roles and responsibilities, the Company ensures the independence of the Internal Audit Department and has established a system for facilitating cooperation with the Board of Directors. The Internal Audit Department conducts internal audits from a standpoint independent of the business execution divisions, and has set up two reporting channels to the President & Representative Director, CEO and the Board of Directors.

The Internal Audit Department conducts regular reports four times a year, as well as an annual summary report to the Board of Directors. Content of the reports includes initiatives related to the enhancement of the internal audit function, such as organizational structure, human resources development, expertise enhancement, data analysis, and IT tool utilization, in addition to an annual audit plan formulated on a risk basis, the status of audit implementation, and the status of significant findings and improvements. In addition, it also strives to maintain and enhance audit quality through continuous training and self-assessment.

Furthermore, the Internal Audit Department facilitates the exchange of opinions with Outside Directors and Audit & Supervisory Board Members on matters that include business challenges, significant risks, and key audit considerations through the “Liaison Committee of Independent Outside Directors and Audit & Supervisory Board Members” and other such bodies, thereby utilizing such knowledge to enhance audit activities and supervisory functions.

[Supplementary Principle 4-14(2)]

■ Policy on Training Directors and Audit & Supervisory Board Members

To ensure that management supervision and auditing functions are sufficiently conducted by the Directors and Audit & Supervisory Board Members, the Company provides information necessary to the execution of duties in an appropriate and timely manner. Furthermore, to ensure sufficient deliberation at Board of Directors meetings, Outside Directors and Outside Audit & Supervisory Board Members are provided in advance with Board of Directors meeting materials, explanations, and related information. In addition, when such Outside Directors and Outside Audit & Supervisory Board Members assume office, they are provided with orientations, dialogues with the management team, and other ongoing opportunities for understanding the Group’s operations. Furthermore, the Company provides Directors and Audit & Supervisory Board Members with opportunities for training by third-party institutions, with the Company bearing the costs of such training.

[Principle 5-1]

■ Policy on Constructive Dialogue with Shareholders

For dialogues with our shareholders, the Company has assigned the General Affairs Division as contact point for individual investors and the IR Office for institutional investors.

For dialogues (interviews) with our shareholders, IR Office considers how to handle them with Representative Directors; the Managing Executive Officer and CSO; the Executive Officer and CFO; and other personnel, and takes appropriate actions.

The Company has the Finance Platform lead to work closely with Corporate Communication Platform, General Affairs Platform, Legal Platform, Governance Platform, and others to implement appropriate financial reporting and timely disclosures that reflect the expertise of each division and facilitate exchanges of opinions with shareholders.

The Company holds financial results meetings for institutional investors twice a year (the first half and the full year) and mainly President & Representative Director, CEO provides briefing. In addition, the Company arranges online conferences on each date of announcement of results where the Executive Officer and CFO provides briefing on the financial results. Other than this, the IR Office arranges opportunities to enhance dialogue by serving as a contact point for the appropriate carrying out of interviews with analysts and institutional investors, small meetings, etc.

For individual investors, the General Affairs Division takes the initiative in disclosing information on the Company's website. Additionally, the Company holds presentation meeting for individual investors as necessary. There is a dedicated point of contact in the General Affairs Division.

The IR Office and the General Affairs Division regularly collect opinions received from institutional investors and shareholders and share this information with the Representative Directors, officers, the Executive Officers, presidents of the Group companies, and other relevant divisions. In addition, this information is reported to the Board of Directors and at other meetings.

The Company obtains updated information on the shareholder composition from the register of shareholders as of the end of March and September of every year, and performs research on substantial shareholders.

When engaging in dialogues with our shareholders and investors, the Company never communicates insider information (undisclosed material facts). The Company maintains "silent periods" from the date following the end of each quarter to the date of announcement of results, during which the Company refrains from communicating with our shareholders and investors concerning financial information.

[Principle 5-2]

[Action to Implement Management That Is Conscious of Cost of Capital and Stock Price]

Content of Disclosure	Disclosure of initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update [Updated]	June 25, 2026

Explanation of Actions [Updated]

■ Formulation and Publication of Management Strategies and Plans

"Action to Implement Management that is Conscious of Cost of Capital and Stock Price" are disclosed on the following website [Date of update: June 25, 2026]:

https://www.nissin.com/en_jp/ir/library/action/

2. Capital Structure

Foreign Shareholding Ratio	From 10% to less than 20%
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[Status of Major Shareholders] [Updated]

Name or Company Name	Number of Shares Owned (Shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Account in Trust)	27,400,800	9.52
Ando Foundation	23,712,900	8.24
Mitsubishi Corporation	16,524,084	5.74
ITOCHU Corporation	16,200,000	5.63
Ando International Co., Ltd.	11,836,500	4.11
Custody Bank of Japan, Ltd. (Account in Trust)	8,255,400	2.87
Mizuho Bank, Ltd.	5,061,000	1.76
Nissin KYOEI-KAI	4,901,168	1.70
National Mutual Insurance Federation of Agricultural Cooperatives	4,777,800	1.66
MUFG Bank, Ltd.	4,450,794	1.54

Controlling Shareholder (except for Parent Company)	—
Parent Company	N/A

Supplementary Explanation

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3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime
Fiscal Year-End	March
Type of Business	Foods
Number of Employees (Consolidated) at End of the Previous Fiscal Year	1,000 or more
Net Sales (Consolidated) for the Previous Fiscal Year	From ¥100 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries at End of the Previous Fiscal Year	From 50 to less than 100

4. Policy for Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

—

5. Special Circumstances Which May Have Material Impact on Corporate Governance [Updated]

KOIKE-YA Inc. (hereinafter referred to as “KOIKE-YA”) is a listed subsidiary of the Company.

[Principles and Policies Concerning Group Management]

Based on the “Basic Policy on Construction of Internal Control Systems,” etc., the Company aims to maximize the corporate value of the Group by establishing a group governance system for the Group, including its listed subsidiaries.

Based on the understanding that properly protecting the interests of its listed subsidiaries, the shareholders of the listed subsidiaries other than the Company, and other stakeholders will contribute to increasing the corporate value of the listed subsidiaries, the Company manages the listed subsidiaries while respecting their management independence, and receives reports, etc. on important management matters of the subsidiaries based on the internal rules of the subsidiaries.

[Significance of Having Listed Subsidiaries Based on These Principles and Policies]

Since forming a business and capital alliance with KOIKE-YA in 2011 and making it a consolidated subsidiary in 2020, the Company has been continuously strengthening the relationship. In terms of business, in addition to collaboration in the areas of product development and marketing, as well as sales, logistics, and material procurement, we have realized tangible synergies through the starting up of joint ventures in global operations, and the relationship contributes to mutual corporate value enhancement. In addition, maintaining KOIKE-YA as a listed subsidiary has the following benefits: maintenance and improvement of KOIKE-YA’s brand strength in its business areas and its employees’ motivation; advantageous position in recruiting human resources; management with a sense of urgency through direct dialogue with shareholders and investors; and autonomous and agile decision-making independent from the parent company, and we believe that the benefits are sufficient and reasonable, taking into consideration the costs of maintaining the listing, etc.

[Measures for Ensuring the Effectiveness of the Governance System for Listed Subsidiaries]

With respect to the establishment and operation of KOIKE-YA’s governance system, KOIKE-YA is taking a proactive approach through the appointment of independent outside officers and other measures, and the Company has a policy of respecting KOIKE-YA’s independence. In addition, KOIKE-YA, as a company with an audit and supervisory committee, is working to ensure an effective governance system. The audit and supervisory committee, a majority of which are outside directors, executes the auditing and supervisory function to enhance the transparency and objectivity of management. Proposals for the appointment and dismissal of officers, including independent officers, are made by KOIKE-YA, and the Company is involved in the decision-making process to an appropriate extent. Moreover, the exercise of voting rights for such proposals is properly conducted in accordance with procedures based on the Company’s Approval Regulations. When KOIKE-YA enters into a transaction with the NISSIN FOODS Group, the appropriateness of the transaction is discussed and resolved in advance by its Board of Directors, including independent outside directors, or is verified by its audit and supervisory committee, including independent outside directors.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Supervision in Management

1. Organizational Composition and Operation

Organization Form	Company with an Audit & Supervisory Board
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	11
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	President
Number of Directors	10
Appointment of Outside Directors	Appointed
Number of Outside Directors	7
Number of Independent Directors Designated from among Outside Directors	5

Outside Directors' Relationship with the Company (1) [Updated]

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Ken Kobayashi	From another company					△						
Keita Ishii	From another company					□						
Masato Mizuno	From another company								△			
Eietsu Sakuraba	Other											
Yuka Ogasawara	From another company											
Keiko Yamaguchi	From another company								△			
Kumiko Shimamoto	From another company								□			

* Categories for "Relationship with the Company"

“□” indicates that the Director presently falls or has recently fallen under the category;

“△” indicates that the Director fell under the category in the past;

“■” indicates that a close relative of the Director presently falls or has recently fallen under the category; and

“▲” indicates that a close relative of the Director fell under the category in the past

a. Executive (a person who executes business; hereinafter, the same) of the Company or its subsidiary

b. Non-executive director or executive of a parent company of the Company

c. Executive of a fellow subsidiary of the Company

d. Party whose major business partner is the Company or an executive thereof

e. Major business partner of the Company or an executive thereof

f. Consultant, accounting professional or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)

h. Executive of a business partner of the Company (which does not correspond to any of d., e., or f.) (the Director himself / herself only)

- i. Executive of a corporation to which outside directors are mutually appointed (the Director himself / herself only)
- j. Executive of a corporation that receives a donation from the Company (the Director himself / herself only)
- k. Other

Outside Directors' Relationship with the Company (2) [Updated]

Name	Designation as Independent Directors	Supplementary Explanation of the Relationship	Reasons for Appointment
Ken Kobayashi		The Group is engaged in transactions including sales of products and procurement of materials with Mitsubishi Corporation where Mr. Ken Kobayashi serves as Corporate Advisor.	Mr. Ken Kobayashi was the President and Chairman of Mitsubishi Corporation, and has abundant experience and outstanding insight as a manager of a general trading company. He is also currently serving as Chairman of The Tokyo Chamber of Commerce and Industry and Chairman of The Japan Chamber of Commerce and Industry, and possesses a wide range of economic knowledge, based on which, we expect him to fulfill the role of monitoring and supervising the execution of business as a director, express opinions from an objective standpoint in management decision-making, and make judgments, and the Company has appointed him as Outside Director again.
Keita Ishii		The Group is engaged in transactions including sales of products and procurement of materials with ITOCHU Corporation where Mr. Keita Ishii serves as President & Chief Operating Officer, Chief Strategy Officer.	Mr. Keita Ishii is the President of ITOCHU Corporation and has abundant experience and outstanding insight as a manager of a general trading company. Based on such knowledge, we expect him to fulfill the role of monitoring and supervising the execution of business as a director, express opinions from an objective standpoint in management decision-making, and make judgments, and the Company has newly appointed him as Outside Director.

Name	Designation as Independent Directors	Supplementary Explanation of the Relationship	Reasons for Appointment
Masato Mizuno	■	No items to report.	Mr. Masato Mizuno has been in business for over 30 years at MIZUNO Corporation and possesses a wealth of experience and outstanding insight. He also has a track record of leading discussions as the Chairman of the Management Advisory Committee. Based on such knowledge, we expect him to fulfill the role of monitoring and supervising the execution of business as a director, express opinions from an objective standpoint in management decision-making, and make judgments, and the Company has appointed him as Outside Director again. Although the Group is engaged in transactions with MIZUNO Corporation, at which he serves as Senior Corporate Adviser, the amount of those transactions is less than 0.5% of the revenue of either party. Thus the Company has determined that there is no risk of a conflict of interest with the shareholders in general.
Eietsu Sakuraba	■	No items to report.	Mr. Eietsu Sakuraba has held important positions in the Ministry of Agriculture, Forestry and Fisheries, such as Director-General of the Food Industry Bureau, and possesses expertise and outstanding insight in food safety and security and environmental issues in the food field. Although he has no experience of direct involvement in corporate management, based on such knowledge, we expect him to fulfill the role of monitoring and supervising the execution of business as a director, express opinions from an objective standpoint in management decision-making, and make judgments, and the Company has appointed him as Outside Director again. Although the Group is engaged in transactions with FOOD & LIFE COMPANIES LTD., at which he serves as Outside Director, the amount of those transactions is less than 0.5% of the revenue of either party. Thus the Company has determined that there is no risk of a conflict of interest with the shareholders in general.

Name	Designation as Independent Directors	Supplementary Explanation of the Relationship	Reasons for Appointment
Yuka Ogasawara	■	No items to report.	Ms. Yuka Ogasawara has more than 20 years of experience in a wide range of fields, including impact investment. She continues to draw on her experience in management and policy consulting, and has advanced insights into sustainability management. Based on such knowledge, we expect her to fulfill the role of monitoring and supervising the execution of business as a director, express opinions from an objective standpoint in management decision-making, and make judgments, and the Company has appointed her as Outside Director again. Although the Group is engaged in transactions with Orient Corporation, at which she serves as Outside Director (Audit and Supervisory Committee Member), the amount of those transactions is less than 0.5% of the respective revenue of either party. Thus the Company has determined that there is no risk of a conflict of interest with the shareholders in general.
Keiko Yamaguchi	■	No items to report.	Ms. Keiko Yamaguchi has more than 20 years of business experience in activities as a research analyst specializing in the consumer goods industry, particularly in the food and beverage industry and the toiletries and cosmetics industry. She has a wealth of insight into corporate management through her interactions with numerous top executives, as well as a deep understanding of the financial accounting field. Based on such knowledge, we expect her to fulfill the role of monitoring and supervising the execution of business as a director, express opinions from an objective standpoint in management decision-making, and make judgments, and the Company has appointed her as Outside Director again. The Group is engaged in transactions with Sanwa Bank Ltd. (Current MUFG Bank Ltd.) and Nomura Securities Co., Ltd., where she served before, but a certain number of years have passed since she left them. Thus, the Company has determined that there is no risk of a conflict of interest with the shareholders in general.

Name	Designation as Independent Directors	Supplementary Explanation of the Relationship	Reasons for Appointment
Kumiko Shimamoto	■	No items to report.	Ms. Kumiko Shimamoto served as Director, Google G.K., and has abundant experience in digital marketing strategies at a global level, such as providing leading-edge solutions to global consumer brands to support branding. Furthermore, she has advanced insights into diversity, equity and inclusion, as she managed global sales and marketing teams for more than 20 years, and promoted the development of women in managerial positions and other activities. Based on such knowledge, we expect her to fulfill the role of monitoring and supervising the execution of business as a director, express opinions from an objective standpoint in management decision-making, and make judgments, and the Company has appointed her as Outside Director again. Although the Group is engaged in transactions with The Asahi Shimbun Company, at which she serves as Senior Managing Executive Director, and with Google G.K. and National University Corporation Kobe University, where she served before, the amounts of those transactions are less than 0.5% of the respective sales or revenue of either party. Thus, the Company has determined that there is no risk of a conflict of interest with the shareholders in general.

[Voluntary Committees]

Voluntary Establishment of Committee(s) Equivalent to Nominating Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Chairperson's Attributes

	Committee Equivalent to Nominating Committee	Committee Equivalent to Remuneration Committee
Committee's Name	Management Advisory Committee	Management Advisory Committee
Total Committee Members	7	7
Full-time Members	0	0
Internal Directors	2	2
Outside Directors	5	5
Outside Experts	0	0
Other	0	0
Chairperson	Outside Director	Outside Director

Supplementary Explanation [Updated]

The "Management Advisory Committee," which is chaired by an Independent Outside Director and the majority of which are Independent Outside Directors, has been established in order to strengthen the supervisory functions of the Board of Directors and at the same time ensure transparency and fairness in management.

[Duties]

The "Management Advisory Committee" meets three times a year in principle, as an advisory body to the Board of Directors, to deliberate the following matters, reports the result to the Board of Directors and thereby contributes to deliberation and resolution by the Board of Directors.

1. Selection and dismissal of members of the management team

The Committee deliberates policies and criteria for the selection or dismissal of members of the management team, including candidates for Director. In addition, the Committee deliberates and supervises a series of the procedures.

2. Remuneration of Directors

The Committee deliberates and supervises the policy for determining remuneration, etc. to individual Directors and the validity of the determination process from the viewpoint of transparency and fairness of management and the like.

3. Other items regarding corporate governance

In addition to the above, the Committee raises and deliberates agenda items necessary for further improving the governance system of the Company as appropriate. Specifically, the Committee considers the evaluation of management of the Board of Directors, company's organizational structure, Chief Executive Officer (CEO) succession plan and other matters.

[Composition] (As of June 25, 2026)

The Committee consists of five Independent Outside Directors and two Internal Directors, and an Independent Outside Director is appointed as chairperson. In addition, three board members (one Director and two Independent Outside Audit & Supervisory Board Members) participate as observers with the aim of increasing the transparency of the deliberation process of the Management Advisory Committee and invigorating discussions. The Committee is held three times a year in principle. The office is established in the Company's General Affairs Division.

	Name	Position at the Company
Committee member	Koki Ando	President & Representative Director, CEO
Committee member	Noritaka Ando	Executive Vice President & Representative Director, COO
Chairperson	Masato Mizuno	Outside Director/Independent Director
Deputy Chairperson	Keiko Yamaguchi	Outside Director/Independent Director
Committee member	Eietsu Sakuraba	Outside Director/Independent Director
Committee member	Yuka Ogasawara	Outside Director/Independent Director
Committee member	Kumiko Shimamoto	Outside Director/Independent Director
Observer	Mitsuru Tanaka	Director, CDO, Head of Institute, and Managing Executive Officer
Observer	Akihiro Hashimoto	Outside Audit & Supervisory Board Member/Independent Audit & Supervisory Board Member (Full-time)
Observer	Ayumi Michi	Outside Audit & Supervisory Board Member/Independent Audit & Supervisory Board Member

[Activities]

The Committee met five times during the fiscal year ended March 31, 2026, and the attendance of the Committee members at the meetings is as follows.

(Attendance of Each Committee Member)

Meeting attendance from April 2025 through March 2026 was as follows.

	Name	Attendance
Committee member	Koki Ando	5/5 (100%)
Committee member	Noritaka Ando	5/5 (100%)
Chairperson	Masato Mizuno	5/5 (100%)
Deputy Chairperson	Keiko Yamaguchi	5/5 (100%)
Committee member	Eietsu Sakuraba	5/5 (100%)
Committee member	Yuka Ogasawara	5/5 (100%)
Committee member	Kumiko Shimamoto	3/3 (100%) * Attendance at Management Advisory

Committee meetings held since assuming office on June 26, 2025, is shown

[Discussions during the fiscal year ended March 31, 2026]

1. Matters related to selection and dismissal of members of the management team

Deliberated on officer selection proposals, skill matrix, skill sets for CEO successor, succession plan, and medium-term human resource strategies.
2. Matters related to other items regarding corporate governance

Reviewed the Company's organizational structure and reported on meetings with institutional investors.

Conducted discussions based on the results of the questionnaire evaluating the effectiveness of the Board of Directors and reported the results to the Board of Directors.

For details, please refer to "I. Basic Concept on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information/[Disclosure Based on the Principles of the Japan's Corporate Governance Code]" and "II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Supervision in Management/1. Organizational Composition and Operation/[Director Remuneration]/Disclosure of Policy for Determining Remuneration Amounts or Calculation Methods Thereof." These contribute to activities aimed at improving the effectiveness of the Board of Directors.

[Audit & Supervisory Board Member]

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Member Stipulated in Articles of Incorporation	4
Number of Audit & Supervisory Board Member [Updated]	4

Cooperation among Audit & Supervisory Board Member, Financial Auditor and Internal Audit Department [Updated]

The Company conducts audits from the differing standpoints of three parties (tripartite audit) with audits by Audit & Supervisory Board Members, audits by the Financial Auditor, and internal audits by the Internal Audit Department, which is under the direct control of the President & Representative Director, CEO. The three parties seek to cooperate with the aim of improving audit effectiveness and making effective use of audit resources by holding meetings once every two months in principle to share audit plans, priority items, audit observations, and relevant information.

These meetings serve as a forum for exchanging opinions on matters that include internal control issues, risks related to financial reporting, compliance incidents, points in question regarding Group company management, the status of measures taken to address key risks, as well as seeking cooperation in regard to audit targets and audit procedures as necessary. The parties accordingly share issues identified by each audit body, which leads to preventing recurrence and enhancing governance.

Appointment of Outside Audit & Supervisory Board Member	Appointed
Number of Outside Audit & Supervisory Board Member	2
Number of Independent Audit & Supervisory Board Member Designated from among Outside Audit & Supervisory Board Member	2

Outside Audit & Supervisory Board Member's Relationship with the Company (1)

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Akihiro Hashimoto	From another company										△			
Ayumi Michi	Lawyer													

* Categories for "Relationship with the Company"

“□” indicates that the Audit & Supervisory Board Member presently falls or has recently fallen under the category;

“△” indicates that the Audit & Supervisory Board Member fell under the category in the past;

“■” indicates that a close relative of the Audit & Supervisory Board Member presently falls or has recently fallen under the category; and

“▲” indicates that a close relative of the Audit & Supervisory Board Member fell under the category in the past

a. Executive (a person who executes business; hereinafter, the same) of the Company or its subsidiary

b. Non-executive director or accounting advisor of the Company or its subsidiary

c. Non-executive director or executive of a parent company of the Company

d. Audit & Supervisory Board Member of a parent company of the Company

e. Executive of a fellow subsidiary of the Company

f. Party whose major business partner is the Company or an executive thereof

- g. Major business partner of the Company or an executive thereof
- h. Consultant, accounting professional or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as an Audit & Supervisory Board Member
- i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)
- j. Executive of a business partner of the Company (which does not correspond to any of f., g., or h.) (the Audit & Supervisory Board Member himself / herself only)
- k. Executive of a corporation to which outside audit & supervisory board members are mutually appointed (the Audit & Supervisory Board Member himself / herself only)
- l. Executive of a corporation that receives a donation from the Company (the Audit & Supervisory Board Member himself / herself only)
- m. Other

Outside Audit & Supervisory Board Member's Relationship with the Company (2) [Updated]

Name	Designation as Independent Audit & Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons for Appointment
Akihiro Hashimoto	■	No items to report.	Mr. Akihiro Hashimoto has experience in the financial industry for more than 30 years gained at The Fuji Bank Limited (current Mizuho Bank, Ltd.). After that, he served as Director and Executive Managing Officer of Sharp Corporation, and Member of the Audit & Supervisory Board of Nippon Sanso Holdings Corporation. The Company expects his insight in finance and accounting and in overall risks to be reflected in the Group's auditing, and the Company has appointed him as Outside Audit & Supervisory Board Member again. Although the Group is engaged in transactions with Sharp Corporation, for which he served as Director and Executive Managing Officer, and Nippon Sanso Holdings Corporation, for which he served as Member of the Audit & Supervisory Board, the amounts of those transactions are less than 0.5% of the revenue of either party. In addition, the Group is engaged in transactions with Fuji Bank Limited (current Mizuho Bank, Ltd.) and Mizuho Corporate Bank, Ltd. (current Mizuho Bank, Ltd.) where he served before, but a certain number of years have passed since he left them. Thus, the Company has determined that there is no risk of a conflict of interest with shareholders in general.

Name	Designation as Independent Audit & Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons for Appointment
Ayumi Michi	■	No items to report.	In addition to corporate law in the fields of finance, manufacturing, media, and retail, Ms. Ayumi Michi has worked on civil cases including claims for damages and on domestic relations cases. In her work on bar associations, she served as the Chairwoman of the Committee Concerning Sexual Equality of the Tokyo Bar Association and the Japan Federation of Bar Associations, and also during her study abroad at a U.S. law school (LL.M.), she specialized in the protection of human rights. Thereafter, she served in multiple positions on bar associations, including as Deputy Secretary-General of the Japan Federation of Bar Associations. During her time in these positions, she gained experience in organizational management (labor, human relations, various risk management, etc.). The Company has determined that her aforementioned extensive experience as a professional in legal affairs can be leveraged in the Group's auditing, and the Company has appointed her as Outside Audit & Supervisory Board Member again. Although she has no experience of direct involvement in corporate management, she is well-versed in legal affairs including civil affairs and commercial affairs as a lawyer. From the reasons stated above, the Company has determined that she can carry out her duties as Outside Audit & Supervisory Board Member in an appropriate manner. In addition, although the Group is engaged in transactions with NTT DOCOMO, INC., for which she serves as Outside Member of the Board of Directors, the amount of those transactions is less than 0.5% of the revenue of either party. Thus, the Company has determined that there is no risk of a conflict of interest with the shareholders in general.

[Independent Directors / Audit & Supervisory Board Members]

Number of Independent Directors / Audit & Supervisory Board Members	7
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Matters relating to Independent Directors / Audit & Supervisory Board Members

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[Incentives]

Implementation of Measures to Provide Incentives to Directors	Performance-Based Pay
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Supplementary Explanation [Updated]

At the 74th Ordinary General Meeting of Shareholders held on June 28, 2022, a resolution was passed to abolish the previous remuneration-type stock option remuneration framework and introduce a “Board Benefit Trust (BBT),” a new performance-linked and share-based remuneration plan, for Directors and Executive Officers of the Company and some of the Directors of eligible subsidiaries, for the purpose of enhancing the medium- to long-term corporate value of the Company, improving the motivation and morale of Directors to contribute, and to align their interests with shareholders in the value of the Company’s shares. For details of the performance-linked and share-based remuneration plan “Board Benefit Trust (BBT),” please refer to “II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Supervision in Management/1. Organizational Composition and Operation/[Director Remuneration]/Disclosure of Policy for Determining Remuneration Amounts or Calculation Methods Thereof” of this report.

For the remuneration-type stock options that were in place until June 2022, no new stock acquisition rights will be granted as remuneration-type stock options following the abolishment of remuneration framework. However, regardless of the abolishment of said remuneration framework, of the stock acquisition rights granted as remuneration-type stock options to Directors (excluding Outside Directors), Executive Officers and some employees, as well as to certain Directors of the Company’s subsidiaries as compensation for the execution of their duties prior to June 2022, any unexercised stock acquisition rights shall remain exercisable.

Recipients of Stock Options

Supplementary Explanation

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[Director Remuneration]

Disclosure of Individual Directors’ Remuneration	Selected Directors
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Supplementary Explanation

The total amounts by type of remuneration for each classification of Directors, Audit & Supervisory Board Members, and Outside Directors and Outside Audit & Supervisory Board Members are reported in annual securities report.

Policy for Determining Remuneration Amounts or Calculation Methods Thereof [Updated]	Established
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(1) Details and decision-making procedure, etc. of policy on determining the amount of remuneration, etc. for Directors and Audit & Supervisory Board Members and calculation method thereof

The Company has formulated the Determination Standard for Director Remunerations as the policy on determining the amount of remuneration, etc. for each Director and the calculation method thereof, such that provides the composition of remuneration, etc., the level of remuneration for each position and role, selection of performance indicators and the method of reflecting such indicators in the remuneration, etc.

Remuneration for Directors consists of three components: “fixed remuneration” paid according to position and role importance of the Directors, “short-term performance-linked remuneration” paid according to corporate performance and individual performance, and “performance-linked share-based remuneration,” for the purpose of enhancing corporate value over the medium to long term and improving the motivation and morale of Directors to contribute, as well as sharing the value of the Company’s stock with shareholders.

However, in view of the nature of the duties, the remuneration for Outside Directors is not linked to business performance and consists only of “fixed remuneration” paid according to the position.

The levels of remuneration and the composition ratio of total remuneration have been decided referencing statistical levels and trends of a group of benchmark companies of the same scale and industry and after an evaluation of the validity of the levels by the Management Advisory Committee. For the President & Representative Director, CEO under baseline business performance, the approximate ratio of fixed remuneration to short-term performance-linked remuneration to performance-linked share-based remuneration is 65:15:20.

The “fixed remuneration” is provided monthly in cash based on the position and the role of the Director.

The “short-term performance-linked remuneration” is designed to vary within the range from a minimum of ¥0 up to a maximum of 50% of the fixed remuneration depending on the actual results of “consolidated performance indicators” of the Company and the results of “individual performance evaluation,” and will be provided monthly in cash combined with the fixed remuneration for the following fiscal year.

From the standpoint of simplicity and in the interest of contributing to increased short-term revenue on the financial side, the “consolidated performance indicators” use the degrees of achievement toward plans for “revenue,” representing the earning power of core businesses among the Company’s overall performance, and “profit attributable to owners of the parent” signifying the ultimate responsibility to shareholders. On the non-financial side, degrees of achievement are used with respect to the three indicators: “climate change adaptation” “sustainable procurement,” and “training and utilization of creative human resources,” from the standpoint of addressing social issues closely related to the Company’s business activities.

To evaluate individual performance, based on the assumption that the individual performance accomplished through business execution leads to improvement of the Company’s business performance, the Company clarifies individual responsibility and contribution, and evaluates the degree to which targets have been achieved. The degree to which targets have been achieved is evaluated based on the Company’s overall performance, the performance of the division the individual oversees, and the performance of the operating company the individual oversees. Targets for the performance of the division include non-financial indicators. The weighting of these indicators in the evaluation process varies depending on position.

The “performance-linked share-based remuneration,” aims to increase the Company’s medium- to long-term corporate value and improve the motivation and morale of Directors to contribute by linking Directors’ remuneration to the Company’s stock price and sharing interest with shareholders. It consists of shares of the Company’s stock to be granted to Directors upon their retirement or death, with the number of shares granted calculated in line with the Company’s business performance over a period of three fiscal years. However, where conditions stipulated in the Share Delivery Regulations for Officers are met, for a certain portion of the Company’s shares to be granted, cash corresponding to the market price of the Company’s shares may be granted instead.

This constitutes a share-based remuneration plan whereby money contributed by the Company is used to fund the acquisition of the Company’s shares through a trust (hereinafter, the trust established through the share-based remuneration plan referred to as the “Trust”), with the Company’s shares granted to Directors (excluding Outside Directors) according to the Share Delivery Regulations for Officers (hereinafter, the “Company’s Share Delivery Regulations for Officers”).

The calculation method for points and the consolidated performance indicators that form the basis of the performance coefficient are as follows:

A. Calculation method for points

Under the share-based remuneration plan, each Director is granted provisional points in accordance with their position, based on the Company’s Share Delivery Regulations for Officers. For every performance measurement period of three fiscal years with the first fiscal year being the initial year, the number of points is adjusted using a performance coefficient decided based on the achievement ratio of performance evaluation during the period in question, to be granted as confirmed points. Where there are changes to the position of an eligible party during their term as Director, the number of provisional points granted is determined by dividing the number of provisional points based on each position by twelve and then multiplying each by the number of months that the Director held that position. Where an eligible party retires from their position as Director during their term, a number of provisional points will be granted in proportion to the length of their term.

B. Consolidated performance indicators

For indicators linked to consolidated performance, from the standpoint of facilitating medium- to long-term growth and shared interests with shareholders, the Company uses the three-year average of multiple indicators chosen by the Management Advisory Committee out of indicators such as “core operating profit growth rate for existing businesses” and “relative TSR” for their appropriateness in light of the intent of the share-based remuneration plan. The variation based on performance indicators ranges from 50-180%, with a coefficient of 100% set as the standard result.

With respect to General Meeting of Shareholders resolutions on remuneration for Directors and Audit & Supervisory Board Members, the maximum amount of monetary remuneration for Directors (not including employee equivalent salaries paid to a Director who is also an employee) was resolved not to exceed ¥1,450 million per year (of which ¥150 million or less for Outside Directors) and the maximum amount of monetary remuneration for Audit & Supervisory Board Members not to exceed ¥100 million per year at the 75th Ordinary General Meeting of Shareholders held on June 28, 2023. At the conclusion of said Ordinary General Meeting of Shareholders, the number of Directors was nine (including six Outside Directors) and the number of Audit & Supervisory Board Members was four.

In addition, at the 74th Ordinary General Meeting of Shareholders held on June 28, 2022, it was resolved to contribute a maximum amount of ¥930 million in cash as a separate allocation from the maximum monetary remuneration of the Directors (not including employee equivalent salaries paid to a Director who is also an employee) to the Trust as share acquisition funds corresponding to the initial performance measurement period at the time of the establishment of the Trust (in August 2022). It was also resolved in principle to make additional cash contributions to the Trust, up to a maximum of ¥930 million, as share acquisition funds for the performance measurement period for which the fiscal year in question is the first year. Furthermore, it was resolved that in the share-based remuneration plan the maximum number of confirmed points granted per performance measurement period shall be 100,000 points (the equivalent number of shares to the maximum number of confirmed points being 100,000 shares per performance measurement period). (These resolutions were passed at the meeting with the consent of three Directors (excluding Outside Directors)).

On January 1, 2024, the Company conducted a share split with a ratio of three shares for every one common share, with the maximum number of confirmed points to be awarded after the split of 300,000 points per performance measurement period (corresponding to 300,000 shares).

For details, please refer to the “Remuneration composition and performance-linked indicators, etc.” at the end of this document.

(2) Organization and procedures for determining remuneration, etc. for Directors in the fiscal year under review

The Determination Standard for Director Remunerations was formulated aiming at increasing the Company’s medium- to long-term corporate value and improving the motivation and morale of Directors to contribute to enhancing business performance. All such contents are deliberated on by the “Management Advisory Committee,” which serves as an advisory body to the Board of Directors and consists of a majority of Outside Directors, then finalized by resolution of the Board of Directors after obtaining the committee’s approval.

The Company delegates to the President & Representative Director by resolution of the Board of Directors, partial determination of the details of individual Director remuneration, etc. The authority is delegated to determine the contents of the monetary remuneration for each Director in accordance with the Determination Standard for Director Remunerations, within the maximum monetary remuneration that is adopted by the resolution of the General Meeting of Shareholders. The Company ensures that the authority is exercised appropriately by requiring that it be exercised in accordance with the Determination Standard for Director Remunerations, such that has been deliberated and approved by the Management Advisory Committee. The Company judges that it is best to delegate individual Directors’ evaluation to be performed by the President & Representative Director from the viewpoint of the degree of contribution to businesses and business performance of the Company across the board.

In FY2025, a resolution was passed at a meeting of the Board of Directors to delegate the determination of the specific contents of the monetary remuneration for each Director for FY2025 to President & Representative Director, CEO, Koki Ando, who has made determinations based on the above-noted delegated authority content and determination procedures. As such, the Board of Directors considers that the contents of the remuneration, etc. for each Director are aligned with the policy for determining remuneration, etc.

[Supporting System for Outside Directors and / or Audit & Supervisory Board Member] [Updated]

The Company believes it is important to build an environment where it is made easier for Outside Directors and Outside Audit & Supervisory Board Members to conduct their activities to supervise the management team highly effectively from an objective standpoint.

Accordingly, the Company delivers documents containing agenda items in advance and provides opportunities of giving explanations as necessary prior to the holding of any Board of Directors meeting with the aim of promoting understanding of the items and invigorating the discussion by the Board of Directors.

The Company provides newly appointed Directors and Audit & Supervisory Board Members with opportunities to receive training by persons responsible for each area concerning the industry trend surrounding the Company, the status of each business of the Group and future strategies to promote their understanding of the Company’s business. In addition, the Company provides periodic seminars and training for Directors and Audit & Supervisory Board Members as appropriate with the aim of ensuring solid deliberation by the Board of Directors. On top of the foregoing, the “Liaison Committee of Independent Outside Directors and Audit & Supervisory Board Members,” a meeting of Independent Outside Directors and Audit & Supervisory Board Members, is held three times a year to promote information sharing and smooth cooperation between them.

While we do not place staff dedicated to assisting the operations of Outside Directors, staff of the General Affairs Division that serves as the office for the Board of Directors and employees of other relevant divisions perform supporting duties for information sharing among Directors including distribution of materials in advance and sending meeting results to ensure smooth execution of Outside Directors’ duties. In addition, for Outside Audit & Supervisory Board Members, several staff members for Audit & Supervisory Board Office perform supporting duties to ensure smooth execution of Outside Audit & Supervisory Board Members.

[Status of Persons Who Have Retired from a Position Such as President & Representative Director]

Name	Title/ Position	Responsibilities	Working Form and Conditions (Full-time/Part-time, Paid/Unpaid, etc.)	Date of Retirement from Position Such as President	Term of Office
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Total Number of Retired President & Representative Directors, etc. Holding Advisory or Any Other Position in the Company	0
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2. Matters on Functions of Business Execution, Audit and Supervision, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System) [Updated]

The Company has ten Directors (of which, seven are Outside Directors) and they attend “regular meetings of the Board of Directors” that are held on a regular basis and “extraordinary meetings of the Board of Directors” held on an as-needed basis to resolve matters to be resolved by the Board of Directors as stipulated in the laws and regulations, the Articles of Incorporation and various other regulations. Also, the Directors supervise other Directors’ execution of their duties upon receiving reports on the status of execution of duties by Directors. Besides meetings of the Board of Directors, the Directors also attend meetings of the Management Committee (consisting of Directors (excluding Outside Directors), Executive Officers with special titles and Audit & Supervisory Board Members (Full-time)) that are regularly held, to take part in decision-making and monitoring other Directors on execution of their duties.

The Company has four Audit & Supervisory Board Members (of which, two are Outside Audit & Supervisory Board Members). Each Audit & Supervisory Board Member attends important meetings including the meetings of the Board of Directors in compliance with the Audit Standards of Audit & Supervisory Board Members predefined by the Audit & Supervisory Board, and in accordance mainly with the audit policy and audit plans for the fiscal year under review. Each member also collects information from Directors and Executive Officers regarding the status of execution of their duties through interviews, inspects important approval/decision documents, and performs on-site inspections at the head office and other principal business locations. They also perform audits on the establishment and operation status of the internal control systems in regard to which the Board of Directors made a resolution.

In principle, Directors and Audit & Supervisory Board Members are required to ensure attendance for at least 80% of Board of Directors meetings.

With regard to nomination of candidates for Directors and Audit & Supervisory Board Members, and decisions on remunerations, etc., following deliberations and verifications over the appropriateness by the Management Advisory Committee, they are deliberated and determined by the Board of Directors for Directors, while for the Audit & Supervisory Board Members, the decision on nomination is subject to consent of the Audit & Supervisory Board and the decision on their remunerations is also delegated to the Audit & Supervisory Board.

Pursuant to the resolution at the 61st Ordinary General Meeting of Shareholders held on June 26, 2009, the Company appointed Deloitte Touche Tohmatsu (Converted to a limited liability company and changed its name to Deloitte Touche Tohmatsu LLC on July 1, 2009) as Financial Auditor with an audit contract signed, and has commissioned it to perform audits in accordance with the Companies Act and Financial Instruments and Exchange Act.

3. Reasons for Adoption of Current Corporate Governance System [Updated]

The Company has adopted the structure of a company with an Audit & Supervisory Board instead of a company with nominating and other committees or a company with an audit and supervisory committee, thereby appointing Outside Directors who supervise important decision-making in the Board of Directors and Outside Audit & Supervisory Board Members who audit the execution of Directors' duties from an independent and objective standpoint, and ensuring transparency of the business management under the executive officers system introduced to build a mechanism allowing prompt execution of business operations.

With the aim of strengthening governance, in June 2016, we have reduced the number of Internal Directors by six, to three, in June 2022, we have increased the number of Outside Directors by one, and in June 2024, we have increased the number of Outside Directors by one, to seven. By making Outside Directors the majority, the Company is further strengthening supervisory functions and promoting swifter decision-making.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Energize General Meetings of Shareholders and Smooth Exercise of Voting Rights [Updated]

	Supplementary Explanation
Early Notification of General Meeting of Shareholders	The Company sends out the convocation notice three weeks in advance starting from the 59th Ordinary General Meeting of Shareholders held in June 2007.
Scheduling OGMs Avoiding the Peak Day	The 78th Ordinary General Meeting of Shareholders for June 2026 was held on June 25, avoiding the most concentrated date.
Allowing Electronic or Magnetic Exercise of Voting Rights	The electronic or magnetic exercise of voting rights has been adopted since the 58th Ordinary General Meeting of Shareholders held in June 2006.
Participation in Electronic Voting Platform and Other Efforts to Enhance the Voting Environment for Institutional Investors	The Company has participated in the electronic voting platform for institutional investors operated by Investor Communications Japan Inc. (ICJ, Inc.) since the 59th Ordinary General Meeting of Shareholders held in June 2007.
Providing Convocation Notice in English (Translated Fully or Partially)	The Company provided an English version (summary translation) of the convocation notices every year starting from the 59th Ordinary General Meeting of Shareholders held in June 2007. The Company has provided a full English version of the convocation notices since the 68th Ordinary General Meeting of Shareholders held in June 2016, by posting them on the Company's website, the ICJ platform and other platforms.
Other	The contents of the convocation notices are posted on the Company's website one week before the notice is sent out. The English version of the convocation notices is posted on the website and also on TDnet for viewing pursuant to request from Tokyo Stock Exchange.

2. IR Activities [Updated]

	Supplementary Explanation	Explanation by Representative
Creation and Publishing of the Disclosure Policy	The policy concerning the status of information disclosure is posted on the Company's website stated below. https://www.nissin.com/en_jp/ir/disclosure/	
Regular Briefings for Individual Investors	The Company holds online company briefings for individual investors on a regular basis. In December 2025, a company briefing was held in a format widely accessible to the general public, during which the Executive Officer and CFO explained business content and strategies. Dialogue was also conducted with those engaged in shareholder benefit programs and other such areas of high interest to individual investors. Additionally, in-person events were arranged for individual shareholders, including factory tours and private events at the Cupnoodles Museum. These events enabled participants to gain a deeper understanding of the Company's business, while also providing opportunities for direct dialogue with shareholders. Through these initiatives, the Company aims to increase understanding and interest in the Company, while also working to strengthen its shareholder base.	Not provided
Regular Briefings for Analysts and Institutional Investors	The Company holds online financial results meetings twice a year after the announcement for the year-end financial results and the second quarter-end financial results at the Tokyo Head Office where President & Representative Director, CEO; Executive Vice President & Representative Director, COO; Managing Executive Officer, CSO; and the Executive Officer and CFO as presenters report the results. On the day of each announcement of financial results, the Company holds an online financial results briefing for analysts and institutional investors, with the Executive Officer and CFO as presenter. Other than this, the IR Office arranges opportunities to enhance dialogue by serving as a contact point for the appropriate carrying out of interviews with analysts and institutional investors, and small meetings, in addition to individual business strategy briefings, domestic and international factory and facility tours, and panel discussions with Outside Directors.	Provided
Regular Briefings for Global Investors	The Company regularly provides opportunities for dialogue for investors in Europe, the United States and Asia. For example, the Company enhances opportunities for meetings with global investors through active participation in IR conferences for global investors and visits during international roadshows.	Not provided

Posting of IR Materials on Website	Convocation notice of general meeting of shareholders, reporting documents attached thereto, Financial Statements, supplementary documents for financial results meeting, Financial Data Book, Securities Report, Semi-annual Securities Report, VALUE REPORT (Integrated Report), VALUE CREATION BOOK, corporate governance reports, various press releases and the like are posted.	
Establishment of Department and/or Manager in Charge of IR	IR Office is responsible for the investor relations (phone: +81-3-3205-5027).	

3. Measures to Ensure Due Respect for Stakeholders [Updated]

	Supplementary Explanation
Provisions to Ensure Due Respect for Stakeholders in Internal Rules, etc.	They are provided in the “NISSIN FOODS Group Code of Ethics,” which all officers and employees are obliged to comply with.
Implementation of Environmental Activities, CSR Activities, etc.	The Group’s management vision is to achieve sustainable growth while solving environmental and social issues as an “EARTH FOOD CREATOR” that constantly creates new food cultures through innovation. The Group’s mission is not only to provide safe and delicious food to people as the pioneer of instant noodles, but also promote the development of products that solve environmental and social issues. The Group is working to realize a sustainable society and increase corporate value by establishing the “Sustainability Committee,” which is chaired by President & Representative Director, CEO. Furthermore, from the fiscal year ended March 31, 2022, the Group established the “Sustainability Advisory Board,” which primarily consists of external experts, positioned it as an advisory body to the Board of Directors and the Sustainability Committee, and utilizes experts’ insights and international trends in its management. The Group is working to realize its vision and achieve sustainable growth. One theme for the Medium- to Long-Term Growth Strategy is “EARTH FOOD CHALLENGE 2030,” which is the Group’s own medium- to long-term strategy concerning the environment. We see the resolution of global environmental and social issues as an opportunity for growth, and we will address two main issues: “finite resources” and “climate change.” As for the resource-related issues, the Group is aiming for “earth-friendly procurement,” the “saving of earth resources” and a “waste-free earth,” has set numerical targets for them, and will work to effectively utilize finite resources through procurement with a low environmental impact and the reduction of waste. With regard to the climate change issue, we aim to reduce CO2 emissions through the use of “green electricity,” “green food ingredients,” and “green packaging materials.” We are working to procure renewable energy and to switch raw materials used for containers, packaging, and food ingredients to those with less environmental impact. These ESG initiatives have been evaluated, and the Group was selected as one of the constituent stocks of the “World Index” in the “Dow Jones Best-in-Class Indices,” which are global ESG investment indices, since 2020, for the sixth consecutive year. In addition, the Group was selected as one of the constituent stocks of the “Asia/Pacific Index,” since 2018, for the eighth consecutive year. The details concerning the Group’s initiatives have been posted on the Company’s website. https://www.nissin.com/en_jp/sustainability/

Other	(Progress on Measures for KENKO Investment for Health Management) The Group considers one of the important management issues is to ensure that all employees consistently maintain their health and demonstrate their capabilities to the maximum extent possible in their business operations, based on “美健賢食 Bi-ken Ken-shoku (Eat wisely for beauty and health),” one of the elements that make up the founding spirit. In August 2018, the Company formulated the “NISSIN FOODS Group’s Declaration of KENKO Investment for Health Management” and established a concrete framework for promoting health management. With “the vision of ensuring both the well-being and strong performance of each employee,” we have set “employee job satisfaction” as a KPI and are promoting health and productivity management under the leadership of the President & Representative Director, CEO. Specifically, to strengthen the industrial health system, health checkups with a number of test items that exceed that of statutory health checkups are conducted for the early detection and early treatment of lifestyle-related diseases. Additionally, industrial physicians, public health nurses, and nurses analyze health checkup results and provide health guidance and consultations. We are also carrying out joint research with a university using wearable devices, through which we have demonstrated that exercise reduces psychological anxiety. We provide programs based on such empirical results to encourage exercise among our employees. Furthermore, the Company engages in measures to address health issues that accompany life stages such as menstrual pain, premenstrual syndrome (PMS), infertility, pregnancy, and childbirth, with initiatives that involve providing financial assistance for combined oral contraceptive pill prescriptions and offering consultation services related to fertility and careers as well as menopause. In addition, we support employees in balancing life events with their careers through measures that include creating work environments based on engagement survey results and promoting the take-up of childcare leave among male employees. In recognition of these efforts, the Company was selected for the first time for inclusion in the “2026 KENKO Investment for Health Stock Selection” by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange. Additionally, the Company was certified as one of the “2026 Outstanding Organizations of KENKO Investment for Health (White 500)” by METI and Nippon Kenko Kaigi for the eighth consecutive year, together with its subsidiaries NISSIN FOOD PRODUCTS CO., LTD., NISSIN CHILLED FOODS CO., LTD. and NISSIN FROZEN FOODS CO., LTD. The NISSIN FOODS Group will continue to actively promote health and productivity management by supporting health promotion activities that are tailored to the lives of employees and creating a work environment where employees can work in a healthy manner. (Promotion of Active Participation by Female Human Resources) The Group considers the “promotion of diversity, equity, and inclusion” as one of the important policies in the management strategy, and the President & Representative Director, CEO explains its importance to employees at morning meetings and on various other occasions. The Group is particularly focused on the promotion of active participation by female human resources as a first step toward achieving this goal, and is engaged in multifaceted efforts to this end. All officers set targets for active participation by female human resources (percentage of female managers and percentage of women employees), which are monitored on an annual basis, and progress is discussed at annual meetings with the CEO. In addition, the Company has implemented a sponsor program where all officers become sponsors and
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	commit to training and promoting female managers and candidates for managerial positions, study sessions for sponsors, and roundtables on DE&I with female Outside Directors and Audit & Supervisory Board members, and Next-Generation Executive Candidates, among other activities. Diversity management training has been provided for managers to teach them the concepts necessary to enable people with diverse backgrounds to demonstrate their abilities without being restricted by their backgrounds. Leadership development training is offered to female employees among candidates for management positions, and career training is provided to younger employees to support them to be active in their own way. As support for balancing career and child-rearing, since 2015, the Group has been putting efforts into the “promotion of the work style reform” and “support for balancing career and family life,” and introduced a teleworking system that allows flexible work styles and working hours and a flextime system with no core hours. In addition, we have implemented various measures such as conducting Childcare Experience Training for male and female employees before they start their childcare leave, and providing employees on childcare leave with opportunities to learn about work styles and career development after returning to work. We are also actively promoting male employees to take childcare leave, and are conducting awareness-raising activities such as publishing in our in-house newsletter interviews with male employees who have taken childcare leave and their supervisors. The Group has been recognized for such multi-faceted efforts to promote active participation by female human resources and support for the child-rearing needs of employees, and it received “Platinum Kurumin” certification from the Tokyo Labour Bureau and was selected as a “Semi-Nadeshiko Brand” under “Nadeshiko Brands” for the second consecutive year (2019 and 2020).
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IV. Matters Related to Internal Control System

1. Basic Concept on Internal Control System and Progress of System Development [Updated]

(1) Basic policy of business operation

Officers and employees of the Company and its subsidiaries (hereafter collectively referred to as the “NISSIN FOODS Group”) shall make efforts to be deeply aware of corporate social responsibility, to comply with the relevant laws and regulations, and to commit acting conforming with social ethics when executing their daily duties pursuant to the “NISSIN FOODS Group Code of Ethics” and “NISSIN FOODS Group Rules of Compliance.”

(Basic Philosophy)

- i) Objective of our work is to place customer satisfaction first and to provide products and services which bring happiness to people’s lives.
- ii) We shall make efforts to be aware of corporate social responsibility, comply with laws and regulations and fair business practice, and enhance business activities with transparency.
- iii) We shall be aware that we are corporate citizens, fostering high ethical standards and following common sense.

(Code of Conduct)

Product safety

- i) Employees shall strive to create and develop products and services giving top priority to the health and safety of consumers.
- ii) Such products and services must not endanger the health or property of consumers and Employees shall take sincere and swift actions to settle any problems arising from their quality.
- iii) Employees shall proactively disclose information on products, services and business activities to all stakeholders in a transparent and accurate manner, and aim to improve corporate transparency.
- iv) Employees shall work to further enhance the corporate value by conducting active dialogues with consumers, and reflecting opinions and requests received from these dialogues in business activities.

Considerations for the global environment

- v) Employees shall strive to conserve the global environment and effectively use resources, and shall conduct business activities that respect and give consideration to biodiversity in order to contribute to the establishment of sustainable society.
- vi) Employees shall be committed to making improvements in environmental performance on a continuous basis through increasing the environmental efficiency by proactively adopting latest technologies and reducing waste.
- vii) Employees shall work proactively to reduce food waste.
- viii) Employees shall strive to develop products and services with a low impact on the global environment.

Integrity and fair transactions

- ix) In pursuing profit in the course of carrying out their duties, Employees shall not make decisions or conduct themselves in a manner that is at odds with the social conscience.
- x) Employees shall behave in a way that prevents contradictions between personal interests and corporate interests.
- xi) Employees shall maintain fair and free competition and shall not engage in unfair practices.
- xii) Employees shall work to prevent any form of corruption, including extortion based on abuse of a dominant bargaining position and bribery aimed at gaining or retaining business benefits.
- xiii) In the event of making a donation or other monetary contribution, Employees shall comply with laws and regulations, and social norms as well as internal regulations.

Respect for human rights

- xiv) Employees shall support internationally recognized human rights protection standards. Throughout business activities, they shall respect the basic human rights of all people, and shall not conduct any actions that impair the dignity of any individual.
- xv) Employees shall not discriminate against anyone on such grounds as nationality, ethnicity, religion, creed, gender, age, social status, disability or the like.
- xvi) Employees shall not engage in harassment based on status, authority, gender or any other factor.

Employee-friendly work environment

- xvii) Employees shall make efforts to maintain and promote their personal physical and mental health, and to develop a working environment where they can work securely and safely.

xviii) Employees shall strive to realize a work environment where individuals who hold various attributes and values can play an active role.

Coexistence in harmony with society and local communities

xix) Employees shall endeavor to disclose information on the impact of business activities on the local community transparently and accurately, and shall collaborate and work closely with relevant stakeholders and strive to make active contributions to the local community.

xx) Employees shall respect rights, cultures and customs of indigenous people and residents of countries and regions where we conduct business activities and shall seek harmony with the local community and the international community.

xxi) Employees shall support sustainable development of local communities where we conduct business activities, and aim to create value from a long-term perspective.

Responsibility to stakeholders

xxii) Employees shall maintain fair, impartial and transparent relations with consumers, employees and workers, business partners, shareholders and all other stakeholders, and contribute to the establishment of an inclusive society.

xxiii) Employees must break off all ties with any anti-social forces or groups that pose a threat to civic social order and security.

xxiv) Employees shall commit to the disclosure of corporate information and shall not engage in insider-trading or use non-disclosed information to provide benefits or favors to any third party.

Appropriate management of information and assets

xxv) Employees shall tightly control such information as pertains to corporate secrets including confidential information and personal information, and shall not disclose or divulge such information to others outside the Company, either during their tenure or thereafter.

xxvi) Employees shall strive to maintain and secure intellectual property rights while respecting the intellectual property rights of third parties.

Establishment of appropriate governance

xxvii) Employees shall comply with the laws and regulations of each country and region as well as relevant industry laws related to products and services.

xxviii) Employees shall work on crisis management and measures against natural disasters, cyberattacks, terrorism, and others.

Reporting and consultation

xxix) In such case that a problem not addressed herein should arise, Employees shall judge and act on such problem in accordance with the general principles of this Code.

xxx) Employees shall observe the code of conduct set out in this section and shall, in the event of discovering any conduct in breach of the Code, immediately submit a report in accordance with the whistle-blowing system set forth separately.

(2) System ensuring the execution of duties of Directors and employees comply with the laws and regulations and the “Articles of Incorporation” / System ensuring the reliability of financial reporting

i) For the purpose of compliance with the laws and regulations and the “Articles of Incorporation” and the like, the Company shall develop “NISSIN FOODS Group Code of Ethics” and “NISSIN FOODS Group Rules of Compliance” and shall ensure that officers and employees of NISSIN FOODS Group understand.

ii) “Compliance Committee” shall be set up with one of the Executive Officer serving as chairman to make efforts to have officers and employees comply with the laws and regulations, “Articles of Incorporation,” and various regulations alike. Furthermore, Compliance Group shall be established within the Governance Division to strengthen measures.

iii) Each division of NISSIN FOODS Group shall consult with outside specialists including lawyers as necessary upon carrying out its duties for the purpose of avoiding risks of non-compliance with the laws and regulations, “Articles of Incorporation,” and various regulations alike.

iv) Internal Audit Department which is under direct control of President & Representative Director, CEO shall audit major business offices of NISSIN FOODS Group on a regular basis and confirm if the laws and regulations, “Articles of Incorporation,” and various regulations alike are being complied.

v) The Company shall establish “NISSIN FOODS Group Rules on Internal Whistleblowing” as a reporting system when violation of laws and regulations, “Articles of Incorporation,” and various regulations alike occur, or is about to occur, and shall ensure that officers and employees of NISSIN FOODS Group

thoroughly understand. NISSIN FOODS Group shall not dismiss or treat disadvantageously the person who has made the reporting in question on the grounds of that reporting.

- vi) Audit & Supervisory Board Members shall audit the appropriateness of the execution of duties of Directors pursuant to “Audit & Supervisory Board Regulations,” “Audit Standards of Audit & Supervisory Board Members,” and the like.
- vii) Human resources shall be appropriately placed to develop and promote the construction and administration of internal control systems for the purpose of ensuring the reliability of financial reporting.

(3) System relating to storage and management of information in regard to the execution of duties of Directors

The Company shall record legal documents including minutes of General Meeting of Shareholders and Meeting of the Board of Directors and the like, in addition to important information in regard to the execution of duties of Directors such as written approvals, to paper documents or electromagnetic media. It shall appropriately store and manage the information pursuant to the laws and regulations and the “Document Management Regulations,” shall, to the extent necessary, verify the status of storage and management, respond to the request of inspection given by the Directors and Audit & Supervisory Board Members, and review the regulations as appropriate.

(4) Regulations and other systems relating to risk management of losses

- i) The Company shall set up a “Risk Management Committee” with Executive Vice President & Representative Director, COO serving as chairman to prevent, identify, manage, and address against various risks in regard to NISSIN FOODS Group.
- ii) NISSIN FOODS Group shall set up “Audit Standards of Food Safety” and develop a system primarily conducted by NISSIN Global Food Safety Institute to investigate and verify the safety of food products ranging from raw materials to products, based on its awareness that the most important issue is to constantly ensure safe and worry-free food products.
- iii) NISSIN FOODS Group, based on the “NISSIN FOODS Group Code of Risk Management,” shall position PL risk, BCP risk, compliance risk, and information security risk as the Group’s key risks, set up committees, and address said risks.
- iv) The Company shall set up an organization under the “Sustainability Committee” to address environmental risks. In the event a material accident occurs in environmental aspects, pursuant to the manual, it shall be immediately responded, stabilized, and resolved. In addition, the Company shall review various manuals including “Industrial Waste Treatment Manual” as necessary and confirm the status of the operation on a regular basis.

(5) System ensuring the efficiency of execution of duties of Directors / System ensuring the execution of duties of employees comply with the laws and regulations and the “Articles of Incorporation”

- i) The Company shall hold “regular meetings of the Board of Directors” on a regular basis and “extraordinary meetings of the Board of Directors” as appropriate when necessary. The meetings shall consist of Directors and Audit & Supervisory Board Members who shall discuss and decide on important matters pursuant to the laws and regulations, “Articles of Incorporation,” and “Board of Directors Regulations.” Furthermore, the members of the meetings shall receive reports in regard to the execution of duties of Directors, and conduct supervision and the like.
- ii) The Company shall hold a meeting of the “Management Committee” twice every month in principle to improve management efficiency. The Committee consists of Directors (excluding Outside Directors), Managing Executive Officers, and full-time Audit & Supervisory Board Members. The Committee shall discuss matters which are to be resolved by the “Board of Directors,” and shall discuss and decide matters which authorities are delegated to the Committee by the “Board of Directors” pursuant to the “Approval Regulations,” as well as execute business operations. All of the Audit & Supervisory Board Members (Full-time) and Executive Officers shall attend the meetings and be able to ask and respond to questions and express their opinions as necessary.
- iii) The Company shall hold a “Group Company Strategic Presentation” every year. Reports, proposals, and confirmations in regard to strategies (products, finance, human resource, business and the like) shall be

made by each president of the major subsidiaries and each global regional Chief Representative, and status of execution of duties of subsidiaries shall be supervised.

- iv) The Company shall hold a “Chief Officer Strategy Presentation” every year, and the Presentation shall consist of chief officers. Strategies shall be proposed by each chief officer, and status of execution of platform duties shall be supervised.
 - v) As a preliminary discussion body of the “Board of Directors” and “Management Committee,” the Company shall hold a meeting of the “Investment and Financing Committee” every month in principle. The Committee shall consist of members summoned from each platform. The Committee shall perform screenings and reviews of important investment and financing and the like in advance.
 - vi) As a preliminary discussion body of the “Board of Directors” and “Management Committee,” the Company shall hold a meeting of the “Personnel Committee” every month in principle and the Committee shall consist of chief officers and the like. Human resource strategy of the Group shall be reviewed.
 - vii) The Company holds a meeting of the “Management Advisory Committee,” an advisory body to the “Board of Directors,” composed of the majority of which are Independent Outside Directors, to meet three times a year in principle, in order to ensure transparency and fairness in nomination, remuneration, and governance.
 - viii) The Company shall hold meetings of the “Sustainability Committee” to raise its medium- to long-term corporate value and its sustainable growth by working to address the environmental and social issues through business activities with a contribution on the establishment of sustainable society. In addition, the Company shall establish the “Sustainability Advisory Board,” an advisory body to the “Board of Directors,” in order to understand trends and strengthen promotion efforts with regard to sustainability.
 - ix) The Company shall hold meetings of the “Liaison Committee of Independent Outside Directors and Audit & Supervisory Board Members” comprising Independent Outside Directors and Audit & Supervisory Board Members three times a year where Audit & Supervisory Board Members and Independent Outside Directors share the recognition concerning priorities for management.
 - x) The Company shall establish regulations such as “Administrative Authorities Regulations” and “Division of Responsibilities Regulations” to ensure that appropriate and efficient duties of Directors and employees are executed in order that the authority and responsibility of each officer shall be made clear.
 - xi) The term of office of Directors shall be one (1) year, for the purpose of clarifying their management responsibility, and allowing quick actions to be taken in response to the changes in management environment.
- (6) System ensuring the appropriateness of operations of the corporate group consisting of the Company and its subsidiaries
- i) “NISSIN FOODS Group Code of Ethics” and “NISSIN FOODS Group Rules of Compliance” shall be the ethical and operational guideline for business operations in the NISSIN FOODS Group.
 - ii) The department in charge in the Company shall be the contact department and shall receive reports on a regular basis in regard to business performance of the NISSIN FOODS Group. Furthermore, pursuant to the “Approval Regulations,” important matters shall be approved by the in-house approving authorities or, if a given matter involving a subsidiary exceeds the scope of their authority, by the “Board of Directors” and the like of the Company.
 - iii) Audit & Supervisory Board Members and the Internal Audit Department shall conduct periodical audits including visiting audits to confirm if operations of NISSIN FOODS Group are complying with the laws and regulations, “Articles of Incorporation” and various regulations alike.
- (7) Matters relating to employees assisting Audit & Supervisory Board Members in the event the Audit & Supervisory Board Members request the placement of employees to assist their duties

The Company set up an Audit & Supervisory Board Office directly under the “Audit & Supervisory Board” and placed several dedicated employees as ones to assist the duties of the Audit & Supervisory Board Members. The “Audit & Supervisory Board” has expressed its opinion that assistance is sufficient.

- (8) Matters regarding independence of employees assisting the duties of Audit & Supervisory Board Members from Directors, and the procurement of effectiveness of such instruction

- i) Matters regarding personnel such as appointment and transfers of employees assisting the duties of the Audit & Supervisory Board Members shall be decided conditional on consent from the Audit & Supervisory Board Members (Full-time) in advance. The performance management shall be conducted by the Audit & Supervisory Board Members (Full-time).
 - ii) For the purpose of ensuring the effectiveness of instructions given by the Audit & Supervisory Board Members, employees assisting the duties of the Audit & Supervisory Board Members shall not additionally hold duties relating to the business execution of the Company, and shall carry out the duties under the directions of the Audit & Supervisory Board Members.
- (9) Reporting system by Directors and employees to Audit & Supervisory Board Members, and other reporting systems to Audit & Supervisory Board Members
- i) In the event facts that may cause significant damages to the NISSIN FOODS Group are discovered, Directors of the NISSIN FOODS Group shall immediately report the facts concerned to the “Audit & Supervisory Board” of the Company.
 - ii) In addition to matters prescribed by the laws and regulations, facts that may cause material impact in finance and operations of NISSIN FOODS Group, the decisions and the like shall be immediately reported by Directors and employees of NISSIN FOODS Group to the Company’s Audit & Supervisory Board Members.
 - iii) NISSIN FOODS Group shall not treat ones who have reported the aforementioned two items disadvantageously on the grounds that such reporting was made.
 - iv) If expenses necessary to request advice from lawyers, certified public accountants, and other outside specialists, to outsource investigation, analysis and other administrations for the purpose of conducting audit are requested by the Audit & Supervisory Board Members or the “Audit & Supervisory Board,” Directors, Executive Officers, and employees shall not refuse such requests, except in cases where the expenses under such requests are determined to be unnecessary in the execution of duties of the Audit & Supervisory Board Members.
- (10) Other systems ensuring the effectiveness of audits conducted by the Audit & Supervisory Board Members
- i) “Regular meetings of the Audit & Supervisory Board” in which all Audit & Supervisory Board Members attend shall be held on the day before the “meeting of the Board of Directors” or on the day of the meeting in principle, and “extraordinary meetings of the Audit & Supervisory Board” shall be held as necessary. Ideas shall be exchanged in regard to Audit & Supervisory Board Members’ opinions and important issues upon auditing between the Audit & Supervisory Board Members and the results shall be reported on a regular basis to the “Board of Directors” as an Audit & Supervisory Board Report.
 - ii) Directors or employees shall report monthly performance and financial situations on a regular basis to the “Board of Directors” and the “Management Committee” and the like. Various minutes, written approvals and other important documents relating to business operations shall be circulated to, and be read through by, the Audit & Supervisory Board Members (Full-time). Furthermore, if requested by the Audit & Supervisory Board Members, sufficient explanations shall be provided.
 - iii) Audit & Supervisory Board Members, while closely working with Internal Audit Department and Financial Auditor on a steady basis, shall hold regular meetings with them once every two (2) months in principle to exchange information, establishing a system where audits are carried out effectively by the Audit & Supervisory Board Members.
- (11) Basic concept toward elimination of antisocial forces and the status toward such elimination

The Basic policy of NISSIN FOODS Group upon conducting corporate activities is based on the idea that “Any relationships with antisocial forces and organizations that threaten the order and security of civil society shall be severed.” The policy is stated clearly in the Code of Conduct under the “NISSIN FOODS Group Code of Ethics” and the Company shall ensure that it is thoroughly understood.

The Company shall place General Affairs Division as its supervisory department to handle antisocial forces. The General Affairs Division plays a key role in continuously gathering information from government bodies and outside specialized organizations, developing a system which will be able to address unexpected situations with prompt cooperation.

2. Basic Concept Toward Elimination of Antisocial Forces and Status Thereof

The Basic policy of the Group upon conducting corporate activities is conventionally based on the idea that “Any relationships with antisocial forces and organizations that threaten the order and security of civil society shall be severed.” The policy is stated clearly in the Code of Conduct under the “NISSIN FOODS Group Code of Ethics.” Within the Company, the General Affairs Division, which is the Company’s supervisory department to handle antisocial forces, plays a key role in continuously gathering information from government bodies and outside specialized organizations, developing a system which will be able to address unexpected situations with prompt cooperation.

V. Other

1. Adoption of Takeover Response Policies (or Anti-takeover Measures)

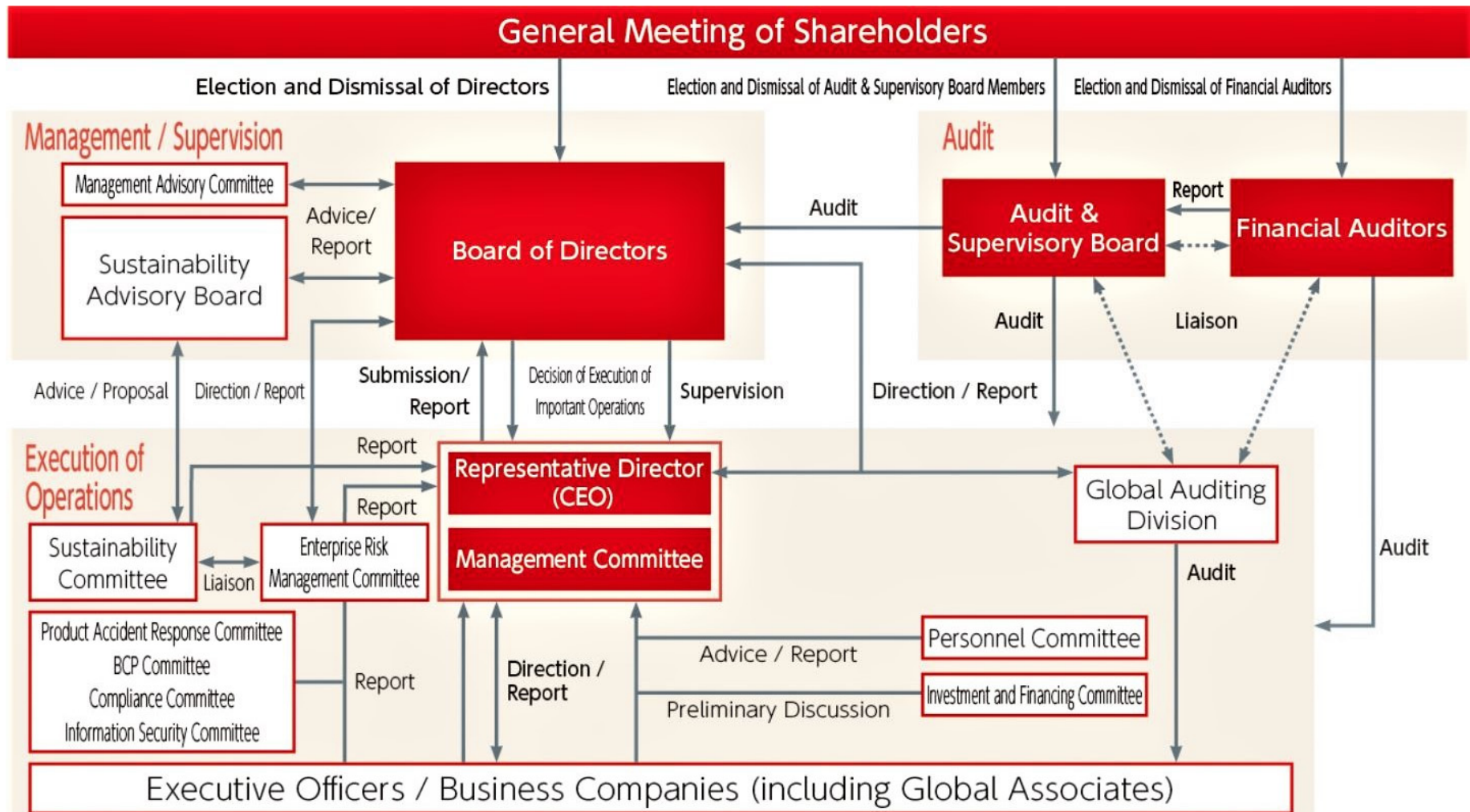
Adoption of Takeover Response Policies (or Anti-takeover Measures)	Not adopted
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Supplementary Explanation

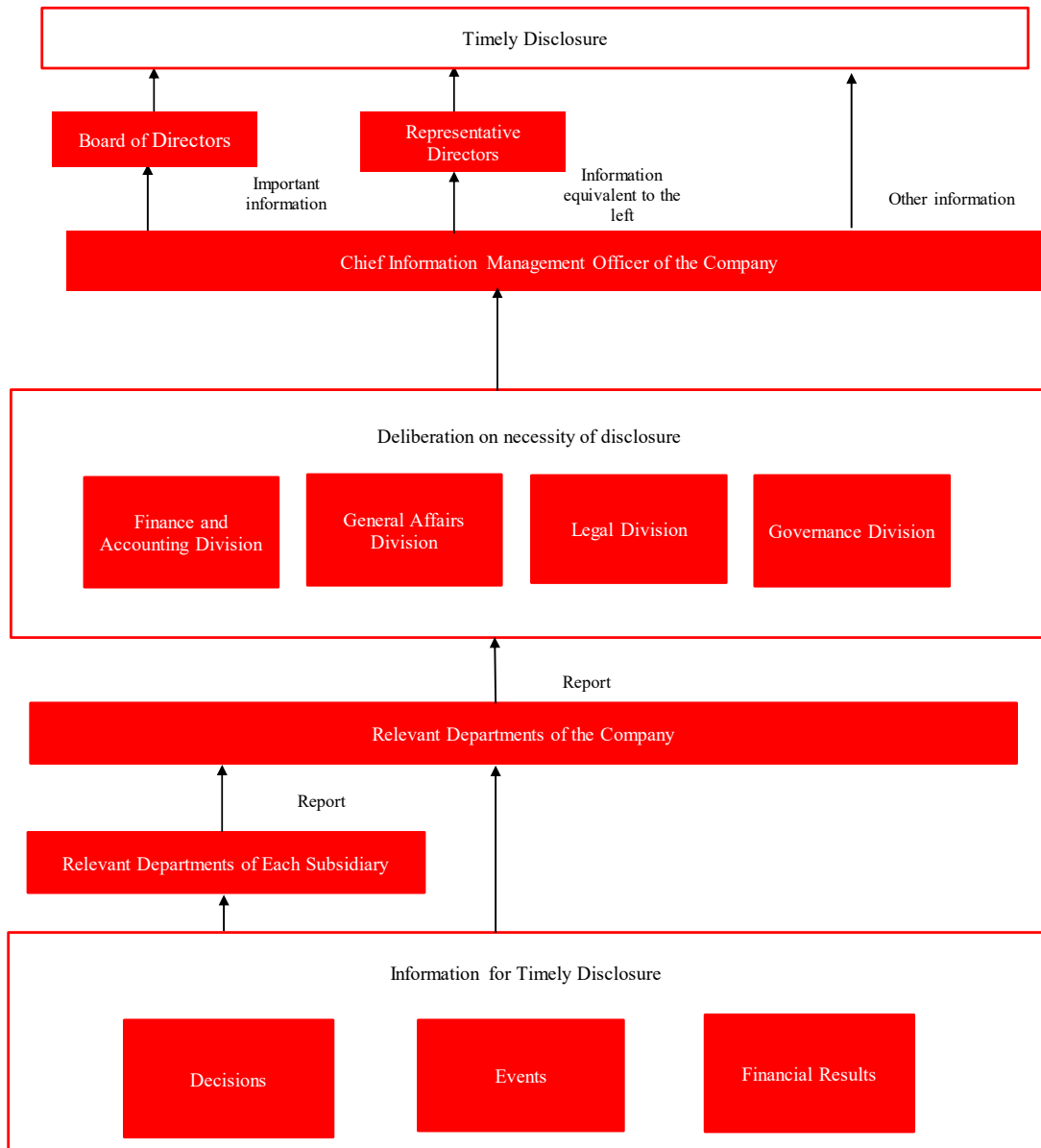
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2. Other Matters Concerning Corporate Governance System

- (1) In preparation for a contingency in which the number of serving Audit & Supervisory Board Members falls below the number required by laws and regulations, the Company has taken steps to prevent interruption of the audit system by appointing one Substitute Audit & Supervisory Board Member (Outside) in advance following approval at the 58th Ordinary General Meeting of Shareholders held in June 2006, and thereafter the Company re-appointed the same Substitute Audit & Supervisory Board Member every two years. Said individual was re-appointed the member again at the 77th Ordinary General Meeting of Shareholders held on June 26, 2025.
- (2) As part of the initiatives to establish our internal control systems, the Company revised “NISSIN FOODS Ethics Regulations” to “NISSIN FOODS Group Code of Ethics,” and “NISSIN FOODS Internal Reporting Regulations” to “NISSIN FOODS Group Rules on Internal Whistleblowing” in March 2008 respectively. The Company at the same time established “NISSIN FOODS Group Rules of Compliance” and “NISSIN FOODS Group Insider Trading Management Regulations” to reinforce its compliance framework.
- (3) Following additional appointment of one Outside Director (Independent Director) in June 2016 to have five Outside Directors among the Board members, the Company added one Outside Director (Independent Director) in June 2022, and again added another Outside Director (Independent Director) in June 2024, to bring the number of Outside Directors to seven.



Timely Disclosure System



Remuneration composition and performance-linked indicators, etc.

Name	Payment method	Calculation method					Relevant officers	Ratio*	
Fixed remuneration	Monetary remuneration / Monthly payment	Determine on the position and the role of the Director					Director (internal) Director (outside) Audit & Supervisory Board Member	65%	
Short-term performance-linked remuneration		- Determine depending on the actual results of“consolidated performance indicators” of the Company and the results of“individual performance evaluation” of the previous fiscal year - Vary within the range from a minimum of¥0 up to a maximum of 50% of the fixed remuneration [Consolidated performance indicators (short-term performance-linked remuneration)]					Director (internal)	15% (0-30%)	
		Category		Indicator		Weight			Achievement basis
	Financial	Revenue		24%	Progress to plan	As an indicator of earnings generation capability in core operations			
		Profit attributable to owners of the parent		56%	Progress to plan	As an indicator of final commitment to shareholders			
	Non-financial	Climate change adaptation	Scope 1,2,3 reduction rate	20%	Achievement progress of EARTH FOOD CHALLENGE 2030	As indicators the Company needs to fulfill toward realizing a sustainable society and increasing corporate value			
Sustainable procurement		Sustainable palm oil procurement rate							
Training and utilization of creative human resources		Employee MVV empathy level, percentage of female managers, percentage of women employees, percentage of men taking childcare leave	Achievement progress of Organizational Human Resources Policy key indicators						
Performance-linked share-based remuneration	Non-monetary remuneration / Stock or similar awards upon retirement or death	- Determine in line with the Company’s business performance over a period of three fiscal years - Vary within the ranges from 50-180%, with a coefficient of 100% set as the standard result [Consolidated performance indicators (performance-linked share-based remuneration)]					Director (internal)	20% (10-36%)	
		Indicator		Weight	Achievement basis	Why selected			
		Core operating profit growth rate for existing businesses		50%	Three-year average growth rate	As an indicator of earnings generation capability in core operations			
		Relative TSR		50%	Three-year relative TSR	As an indicator of profit sharing with shareholders			

*The stated ratios are for President & Representative Director, CEO during standard performance.