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(Stock Exchange Code 4023)

(Dispatch date) June 4, 2026

(Commencement date of measures for electronic provision) May 29, 2026

To Shareholders with Voting Rights:

Katsuhiro Natake

President and Chief Executive Officer

KUREHA CORPORATION

3-3-2 Nihonbashi Hamacho, Chuo-ku, Tokyo

**NOTICE OF
THE 113TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

This is the notification of the 113th Annual General Meeting of Shareholders of KUREHA CORPORATION (the "Company").

When convening this General Meeting of Shareholders, the Company takes measures for electronic provision of the information contained in reference documents for the General Meeting of Shareholders, etc. (Matters regarding measures for electronic provision) and posts this information on the Company's website. Please access the following website to confirm those matters.

The Company's website

<https://www.kureha.co.jp/ir/event/meeting.html>

In addition to the above website, the matters regarding measures for electronic provision are also posted on the Tokyo Stock Exchange (TSE) website. When accessing the following TSE website (TSE Listed Company Information Service), please enter and search for "Kureha" for "Stock Name (Company Name)" or "4023" for "Securities Code" and select "Basic Information" and "Inspection Documents/PR Information".

TSE website (Listed Company Search)

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

If you do not attend the meeting in person, you may exercise your voting rights via the Internet or by Mail (in Writing). Please review the attached Reference Documents for the General Meeting of Shareholders, and exercise your voting rights by 5:30 p.m. on Wednesday, June 24, 2026, Japan time, referring to "Guide to the Exercise of Voting Rights" (Page 3).

1. Date and Time: Thursday, June 25, 2026 at 10:00 a.m. Japan time

2. Place: Sumitomo Fudousan Kudan Bldg.3F
Bellesalle Kudan event hall
1-8-10 Kudan-kita, Chiyoda-ku, Tokyo, Japan

(The venue for this General Meeting of Shareholders is different from the

previous meeting.)

**3. Meeting Agenda:
Matters to be
reported:**

1. The Business Report, Consolidated Financial Statements for the Company's 113th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 113th Fiscal Year (April 1, 2025 - March 31, 2026)

Proposal to be resolved:

Proposal: Election of seven (7) Directors

4. Matters to be decided upon convocation

- (1) Among the matters subject to electronic provision, the following matters are not provided in the paper-based documents delivered to shareholders who have requested the delivery of such documents, in accordance with laws and regulations and the provisions of the Company's Articles of Incorporation. The Audit & Supervisory Board Members and the Accounting Auditor have audited the documents to be audited including the following matters.
 - (i) "Matters Regarding the Company's Stock Acquisition Rights, etc." and "System to Ensure the Appropriateness of Business Activities and Operating Status of the system" in The Business Report
 - (ii) "Consolidated Statement of Changes in Equity (IFRS) " and "Notes to the Consolidated Financial Statements" of the Consolidated Financial Statement
 - (iii) "Non-consolidated Statement of Changes in Equity" and "Notes to the Non-consolidated Financial Statements" of the Non-consolidated Financial Statement
- (2) If voting rights are exercised in duplicate by mail (in writing) and the Internet, the voting rights exercised via the Internet will be deemed valid. If voting rights are exercised multiple times via the Internet, the most recent exercise will be deemed valid.
- (3) If you return the Voting Rights Exercise Form without an indication of your vote for or against a proposal, it will be treated as a vote "for" the proposal.

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- ◎ Should the matters regarding measures for electronic provision require revisions, the matter before and after the amendment will be posted on the Company's website and the TSE website on the Internet above.
 - ◎ Documents, including reference materials for the General Meeting of Shareholders, have been sent by mail only to those shareholders who completed the procedure of the delivery request of paper-based documents by March 31, 2026.
 - ◎ The reception of the meeting is scheduled to begin at 9:00 a.m.
 - ◎ Gifts for attendees will not be provided. Thank for your kind understanding.
 - ◎ It is prohibited to bring any dangerous items or any pets into the building and the venue of the meeting.
 - ◎ Proceeding on the day of the General Meeting of Shareholders will be carried out in Japanese.
 - ◎ The materials used for explanation during the General Meeting of Shareholders will be uploaded to the Company's website after the meeting concludes.
 - ◎ The proceeding at the General Meeting of Shareholders will be distributed on demand on the Company's website at a later date.
 - ◎ If a major change in the operation of the General Meeting of Shareholders is required due to future circumstances, it will be posted on the Company's website.

Guide to the Exercise of Voting Rights

Voting rights for the General Meeting of Shareholders may be exercised by either of the following methods.

Exercising your voting rights via the Internet

Please read the QR code*¹ on the right side of the enclosed Voting Rights Exercise Form with your smartphone etc.*² to access the website from the “To Voting Rights Exercise Website” button on the top of the “Smart SR” screen, or access the “Voting Rights Exercise Website” (<https://soukai.mizuho-tb.co.jp/>) and enter your approval or disapproval by the deadline.

Deadline for exercising your voting rights

By 5:30 p.m. on Wednesday, June 24, 2026, Japan time

*1 QR code is a registered trademark of DENSO WAVE INCORPORATED.

*2 An application (or function) that can read the QR code must be installed.

Exercising your voting rights by Mail (in Writing)

Please indicate your approval or disapproval of the proposals on the enclosed Voting Rights Exercise Form and return it so that it is received by the exercise deadline.

Deadline for exercising your voting rights

Arrival by 5:30 p.m. on Wednesday, June 24, 2026, Japan time

Exercising your voting rights by attending the General Meeting of Shareholders

When attending the meeting, please submit the enclosed Voting Rights Exercise Form at the reception desk.

- ◎ Persons who are not shareholders with voting rights, such as proxies that are not shareholders and accompanying guests may not enter the venue.
- ◎ If you exercise your voting rights by a proxy, in accordance with the provision of Article 18 of the Articles of Incorporation of the Company, said proxy must be another shareholder of the Company who also owns voting rights. Submission of the voting rights exercise form of the shareholder to attend via proxy and documentation to show right of proxy (letter of attorney and the voting rights exercise form of the shareholder who will exercise voting rights via proxy) to the reception will be required.

The date and time of the General Meeting of Shareholders

Thursday, June 25, 2026 at 10:00 a.m. Japan time

Handling of voting rights exercise

- The exercise of voting rights that arrive at the Company (shareholder registry administrator) within the exercise deadline will be effective, early exercise would be appreciated.

For institutional investors

- In addition to methods to exercise your voting rights as described above, the Electronic Voting Rights Exercise Platform operated by ICJ, Inc. will be available if applied in advance.

Reference Documents for the General Meeting of Shareholders

Proposals and References


Proposal: Election of seven (7) Directors

Since the term of office of Directors is one year, The terms of office of all six (6) Directors will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, we propose that one (1) Director be added to further strengthen the management structure and seven (7) Directors be elected.


The director candidates are as follows, and they have been determined at the Board of Directors after the consultation with the non-mandatory Nomination Advisory Committee:

No	Name	Gender	Positions and Responsibilities at the Company	Attendance at Board of Directors meetings
1	Reappointment Yutaka Kobayashi	Male	Member of the Board; Representative Director, Chairman of the Board	17/17 (100%)
2	Reappointment Katsuhiro Natake	Male	Member of the Board; President and Chief Executive Officer	17/17 (100%)
3	Reappointment Naomitsu Nishihata	Male	Member of the Board; Director, Executive Vice President; Managing Director of PGA Business; General Manager of Advanced Products Division; General Manager of Life Science Division; General Manager of New Business Division	17/17 (100%)
4	New appointment Takahisa Ueyama	Male	Senior Vice President; General Manager of Manufacturing and Technology Division; Project Manager of Production Transformation Project, Manufacturing and Technology Division	—
5	Reappointment Osamu Iida	Male	Candidate for Outside Director Candidate for Independent Director	17/17 (100%)
6	Reappointment Yumiko Okafuji	Female	Candidate for Outside Director Candidate for Independent Director	17/17 (100%)
7	Reappointment Keiji Nishio	Male	Candidate for Outside Director Candidate for Independent Director	12/12 (100%)

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
1	 <p>Yutaka Kobayashi (December 25, 1951)</p> <p>Male</p> <p>Reappointment</p> <p>Number of shares of the Company held 54,760 shares</p> <p>Attendance at Board of Directors meetings 17/17 (100%)</p> <p>Number of years in office: 17 years (as of the conclusion of this General Meeting)</p>	<p>April 1974 Joined the Company</p> <p>January 1998 General Manager of Human Resources Department in Iwaki Factory</p> <p>June 2000 Chief Executive Officer of Kureha Chemicals (Singapore) Pte. Ltd.</p> <p>January 2003 General Manager of Related Companies Administration Department</p> <p>April 2004 General Manager of Corporate Strategies Division</p> <p>April 2005 General Manager of Chemicals and Agrochemicals Division</p> <p>June 2005 Director; General Manager of Chemicals and Agrochemicals Division</p> <p>June 2007 Senior Vice President; General Manager of Chemicals and Agrochemicals Division (Position changed due to introduction of Executive Officer System)</p> <p>April 2008 Senior Vice President; General Manager of Chemicals and Agrochemicals Division and New Business Division</p> <p>June 2009 Member of the Board; Senior Vice President; General Manager of Chemicals & Agrochemicals Division and New Business Division</p> <p>April 2010 Member of the Board; Senior Vice President; General Manager of PGA Division; General Manager of Chemicals & Agrochemicals Division; Managing Director of New Business Division</p> <p>June 2010 Member of the Board; Senior Vice President; General Manager of PGA Division; General Manager of Chemicals & Agrochemicals Division</p> <p>April 2012 Member of the Board; Senior Executive Vice President; Chief Sales & Marketing Officer; General Manager of PGA Division</p> <p>September 2012 Member of the Board; Chief Executive Officer; General Manager of PGA Division</p> <p>April 2013 Member of the Board; Chief Executive Officer</p> <p>April 2026 Member of the Board; Representative Director, Chairman of the Board (current position)</p> <p>[Reasons for selection as a candidate for Director] Since assuming the position of Chief Executive Officer in September 2012, Mr. Yutaka Kobayashi has led the Group's management under strong leadership and achieved significant results. His achievements include optimization of the business portfolio, strengthening of cost competitiveness, reform of corporate culture, further growth of our existing businesses, development of new products and new businesses, strengthening of corporate governance, and promotion of dialog between management and employees. Considering his experience and achievements as Chief Executive Officer over the past 13 and a half years, and based on these achievements, he can be expected to adequately fulfill the roles and duties of determining important management matters and supervising the business execution of the Group as Chairman of the Board. Accordingly, the Company continues to select him as a candidate for Director to serve as Representative Director, Chairman of the Board going forward.</p>
<p>1. There are no special interest relationships between the candidate and the Company.</p> <p>2. [Directors and officers liability insurance] The Company has taken out a directors and officers liability insurance policy with an insurance company, thereby, said policy covers damages that may arise as a result of the insured officers, etc. having liability for the execution of their duties or becoming subject to claims regarding pursuit of said liability. The candidate is covered by said policy. The Company plans to renew to said policy at next update.</p>		


No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
2		<p>April 1985 Joined the Company</p> <p>January 2002 Senior Executive Vice President of Kureha Europe B.V.</p> <p>April 2006 General Manager of Packaging Materials Department III</p> <p>April 2008 General Manager of Advanced Materials Department I</p> <p>April 2010 General Manager of Advanced Materials Department</p> <p>April 2012 Deputy General Manager of Advanced Materials Division</p> <p>April 2014 Vice President; General Manager of Advanced Materials Division</p> <p>April 2016 Senior Executive Vice President of Kureha Ecology Management Co., Ltd.</p>
	<p>Katsuhiro Natake (April 3, 1962)</p> <p>Male</p>	<p>June 2016 President & Chief Executive Officer of Kureha Ecology Management Co., Ltd.</p> <p>April 2019 Vice President; General Manager of Advanced Products Division</p> <p>April 2023 Senior Vice President; General Manager of Advanced Products Division</p>
	<p>Reappointment</p>	<p>June 2023 Member of the Board; Senior Vice President; General Manager of Advanced Products Division</p> <p>October 2023 Member of the Board; Senior Vice President; Managing Director of Business Division General Manager of Advanced Products Division</p>
	<p>Number of shares of the Company held 8,931 shares</p>	<p>April 2025 Member of the Board; Senior Executive Vice President; General Manager of Corporate Strategies & Accounting Division; General Manager of Administration Division; Project Manager of Production Transformation Project; Project Manager of Carbon Neutrality Project</p>
	<p>Attendance at Board of Directors meetings 17/17 (100%)</p>	<p>May 2025 Member of the Board; Senior Executive Vice President; General Manager of Corporate Strategies & Accounting Division; General Manager of Administration Division; General Manager of Advanced Products Division; Project Manager of Production Transformation Project; Project Manager of Carbon Neutrality Project</p>
	<p>Number of years in office: 3 years (as of the conclusion of this General Meeting)</p>	<p>October 2025 Member of the Board; Senior Executive Vice President; General Manager of Corporate Strategies & Accounting Division; General Manager of Administration Division; Project Manager of Production Transformation Project; Project Manager of Carbon Neutrality Project</p> <p>April 2026 Member of the Board; President and Chief Executive Officer (current position)</p>
		<p>[Reasons for selection as a candidate for Director] Since April 2025, Mr. Katsuhiro Natake has been providing strong support for promoting the overall management of the Company as Senior Executive Vice President, while also serving as General Manager of Corporate Strategies & Accounting Division, General Manager of Administration Division, Project Manager of Production Transformation Project, and Project Manager of Carbon Neutrality Project, and has been demonstrating strong leadership. Particularly, in the Production Transformation Project, he has aggressively promoted key measures at Iwaki Factory, which were to streamline its production systems, reduce costs and strengthen its function. He also executed a major organizational restructuring effective April 1, 2026. In addition to these achievements, by applying his experience and insight in global sales and marketing that he had cultivated in the specialty plastics and advanced materials categories, he can be expected to adequately fulfill the roles and duties of determining important management matters and supervising the business execution of the Group, and the Company continues to select him as a candidate for Director.</p>

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
1.		There are no special interest relationships between the candidate and the Company.
2.	[Directors and officers liability insurance]	The Company has taken out a directors and officers liability insurance policy with an insurance company, thereby, said policy covers damages that may arise as a result of the insured officers, etc. having liability for the execution of their duties or becoming subject to claims regarding pursuit of said liability. The candidate is covered by said policy. The Company plans to renew to said policy at next update.

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
3	 <p>Naomitsu Nishihata (February 14, 1965)</p> <p>Male</p> <p>Reappointment</p> <p>Number of shares of the Company held 10,242 shares</p> <p>Attendance at Board of Directors meetings 17/17 (100%)</p> <p>Number of years in office: 3 years (as of the conclusion of this General Meeting)</p>	<p>April 1987 Joined the Company</p> <p>October 2008 President of Krefine Co., Ltd.</p> <p>April 2010 General Manager of PGA Sales Department</p> <p>April 2011 General Manager of PGA Department</p> <p>September 2012 Deputy General Manager of PGA Division</p> <p>April 2014 Vice President; General Manager of PGA Division</p> <p>April 2016 Vice President; General Manager of KF Products Division; General Manager of PGA Division; Project Manager of New Business Creation Project</p> <p>April 2018 Senior Vice President; General Manager of Corporate Planning & Strategy Division; General Manager of Advanced Products Division; Project Manager of New Business Creation Project</p> <p>April 2019 Senior Vice President; Managing Director of PGA Business; Project Manager of New Business Creation Project</p> <p>April 2020 President of Kureha America Inc. Senior Vice President; Deputy Managing Director of PGA Business; Project Manager of New Business Creation Project</p> <p>April 2021 President of Kureha America Inc. Senior Vice President; Deputy Managing Director of PGA Business; Deputy Project Manager of New Business Creation Project</p> <p>April 2022 President of Kureha America Inc. Senior Vice President; Deputy Managing Director of PGA Business</p> <p>April 2023 Senior Vice President; Managing Director of PGA Business; General Manager of New Business Division</p> <p>June 2023 Member of the Board; Senior Vice President; Managing Director of PGA Business; General Manager of New Business Division</p> <p>October 2023 Member of the Board; Senior Vice President; Managing Director of PGA Business; Managing Director of Research & Development Division; Managing Director of Manufacturing & Technology Division; General Manager of New Business Division</p> <p>May 2025 Member of the Board; Senior Vice President; Managing Director of Research & Development Division; Managing Director of Manufacturing & Technology Division; General Manager of New Business Division</p> <p>May 2025 Member of the Board; Senior Vice President; Managing Director of PGA Business; Managing Director of Research & Development Division; Managing Director of Manufacturing & Technology Division; General Manager of New Business Division</p> <p>October 2025 Member of the Board; Senior Vice President; Managing Director of PGA Business; Managing Director of Research & Development Division; Managing Director of Manufacturing & Technology Division; General Manager of Advanced Products Division; General Manager of New Business Division</p> <p>April 2026 Member of the Board; Executive Vice President; Managing Director of PGA Business; General Manager of Advanced Products Division; General Manager of Life Science Division; General Manager of New Business Division (current position)</p>
		<p>[Reasons for selection as a candidate for Director] Mr. Naomitsu Nishihata possesses experience of developing technologies and new businesses in the advanced materials category. As Managing Director of PGA Business, he had promoted the PGA business and as General Manager of New Business Division, he had managed and</p>


No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
		<p>promoted advanced materials business. Furthermore, he demonstrated strong leadership as Managing Director of Research & Development Division and of Manufacturing & Technology Division. He strived to clarify the roles and functions of R&D, production and technology, and developing organization structure of R&D in alignment with functions and themes, in an effort to promote the research and production/technology strategies outlined in the mid- to long-term management plan. Based on these achievements, he can be expected to adequately fulfill the roles and duties of determining important management matters and supervising the business execution of the Group, and the Company continues to select him as a candidate for Director.</p>
<p>1. There are no special interest relationships between the candidate and the Company.</p> <p>2. [Directors and officers liability insurance] The Company has taken out a directors and officers liability insurance policy with an insurance company, thereby, said policy covers damages that may arise as a result of the insured officers, etc. having liability for the execution of their duties or becoming subject to claims regarding pursuit of said liability. The candidate is covered by said policy. The Company plans to renew to said policy at next update.</p>		

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
4	 <p>Takahisa Ueyama (May 24, 1966)</p> <p>Male</p> <p>New appointment</p> <p>Number of shares of the Company held 4,926 shares</p>	<p>April 1990 Joined the Company</p> <p>April 2011 General Manager of Polymer Processing Technology Center, Research and Development division</p> <p>April 2014 General Manager of PGA Department</p> <p>April 2016 Deputy General Manager of PGA Division</p> <p>October 2016 Deputy General Manager of PGA Division President of Kureha Energy Solutions LLC</p> <p>February 2017 President of Kureha Energy Solutions LLC</p> <p>April 2019 Deputy General Manager of Advanced Products Division</p> <p>April 2022 Deputy General Manager of Iwaki Factory, Manufacturing and Technology Division</p> <p>November 2023 Deputy General Manager of Iwaki Factory, Manufacturing and Technology Division; Deputy Project Manager of KFJ2 Plant Expansion Project, Manufacturing and Technology Division; General Manager of KF Technology Project</p> <p>April 2024 Vice President; General Manager of Manufacturing and Technology Division; General Manager of KF Technology Project</p> <p>April 2025 Vice President; General Manager of Manufacturing and Technology Division; General Manager of Production Technology Innovation Center, Manufacturing and Technology Division; Project Manager of KF Technology Project</p> <p>April 2026 Senior Vice President; General Manager of Manufacturing and Technology Division; Project Manager of Production Transformation Project, Manufacturing and Technology Division (current position)</p> <p>[Reasons for selection as a candidate for Director] Mr. Takahisa Ueyama possesses experience of research, technology development, production, sales and marketing activities in the processed plastic products category that he gained in Japan and through his assignment in Europe. In the PGA business, he managed this business as a general manager in Japan and as the president of a U.S. subsidiary. Furthermore, he had been involved in the advanced materials business as a general manager, such as a project leader, and possesses broad and deep insight into many of the Company's businesses. At Manufacturing & Technology Division, he has served in various leadership roles in Iwaki Factory and relevant Divisions and has led application of production and technology of existing products to the creation of new products, and implementation of environmental and energy measures to production. Since assuming the position of Project Manager of the Project in April 2026, he has been demonstrating strong leadership. Based on these achievements, he can be expected to adequately fulfill the roles and duties of determining important management matters and supervising the business execution of the Group, and the Company selects him as a new candidate for Director.</p>
	<p>1. There are no special interest relationships between the candidate and the Company.</p> <p>2. [Directors and officers liability insurance] The Company has taken out a directors and officers liability insurance policy with an insurance company, thereby, said policy covers damages that may arise as a result of the insured officers, etc. having liability for the execution of their duties or becoming subject to claims regarding pursuit of said liability. The candidate is covered by said policy. The Company plans to renew to said policy at next update.</p>	

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
5	 <p>Osamu Iida (May 20, 1957)</p> <p>Male</p> <p>Reappointment</p> <p>Candidate for Outside Director</p> <p>Candidate for Independent Director</p>	<p>April 1980 Joined Mitsubishi Metals Corporation (current Mitsubishi Materials Corporation)</p> <p>January 2004 General Manager of Metallurgy Division, Mitsubishi Materials Corporation</p> <p>July 2010 General Manager of Naoshima Smelter & Refinery, Mitsubishi Materials Corporation</p> <p>July 2011 Executive Officer, Vice President of Metals Company; General Manager of Metallurgy Division, Mitsubishi Materials Corporation</p> <p>April 2013 Managing Director, President of Metals Company, Mitsubishi Materials Corporation</p> <p>June 2013 Member of the Board; Managing Director, President of Metals Company, Mitsubishi Materials Corporation</p> <p>April 2016 Representative Director and Executive Vice President, Mitsubishi Materials Corporation</p> <p>April 2017 Representative Director and Executive Vice President, CTO, Mitsubishi Materials Corporation</p> <p>April 2019 Representative Executive Officer and Executive Vice President, CTO, Mitsubishi Materials Corporation</p> <p>April 2020 Senior Executive Councillor, Mitsubishi Materials Corporation</p> <p>April 2021 Senior Executive Councillor (adjunct), Mitsubishi Materials Corporation Outside Auditor of M&A DX Corporation</p> <p>July 2021 Outside Director, IA Partners Inc. (current position)</p> <p>March 2022 Resigned from Mitsubishi Materials Corporation</p> <p>June 2022 Outside Director, the Company (current position)</p> <p>March 2025 Resigned from Outside Auditor of M&A DX Corporation</p> <p>[Significant concurrent positions]</p> <p>Mr. Osamu Iida currently serves as Outside Director of IA Partners Inc. There are no significant transactions between the company and Kureha or Kureha Group companies.</p> <p>[Reasons for selection as a candidate for Outside Director and the summary of expected roles]</p> <p>Mr. Osamu Iida possesses advanced views and extensive experience in corporate management due to his history of responsibility in international business, production divisions, and research divisions at a manufacturing company. In addition, he has fulfilled his role of actively supervising management of the Company and business execution by commenting at the meeting of the Board of Directors from an independent and fair standpoint. As the Company expects that he will continue to fulfill roles and duties such as providing supervision and advice on the overall management of the Company, especially regarding manufacturing technology and research and development, and consequently corporate governance of the Company will be strengthened, the Company continues to select him as a candidate for Outside Director. In addition, in case that his election is approved, he will continue to have a role in decisions on matters related to the appointment of directors of the Company, candidates for successors to the President and Chief Executive Officer and plans for training of the candidates, and remuneration for directors and vice presidents, from an objective perspective as a member of the non-mandatory Nomination Advisory Committee and Remuneration Advisory Committee.</p> <p>[Views regarding independence]</p> <p>Mr. Osamu Iida executed business at Mitsubishi Metal Corporation (currently Mitsubishi Materials Corporation) from April 1980 to March 2022. There are transactions such as product purchases and product sales between Mitsubishi Materials Corporation and the Company and Group companies. However, the amount the Company and Group companies purchased, etc. from Mitsubishi Materials Corporation was less than 1% of consolidated net sales of the company in each year during the past 3 fiscal years. And the annual sales from the Company and Group companies to Mitsubishi Materials Corporation are less than 1% of consolidated revenue of the Company.</p> <p>In addition to meeting the conditions for Independent Directors as stipulated by the Tokyo Stock Exchange, Mr. Osamu Iida meets the “Standards for Determining Independence of</p>
	Number of shares of the Company held 0 shares	
	Attendance at Board of Directors meetings 17/17 (100%)	
	Number of years in office: 4 years (as of the conclusion of this General Meeting)	

		<p>Outside Executives” defined by the Company. The Company has judged that there will be no conflicts of interest between him and general shareholders, and the Company has submitted him as an Independent Director to the Tokyo Stock Exchange as defined by said Exchange. Furthermore, the “Standards for Determining Independence of Outside Executives,” are shown on page 17.</p>
<ol style="list-style-type: none"> 1. There are no special interest relationships between the candidate and the Company. 2. [About liability limitation agreements] The Company has concluded a liability limitation agreement with Mr. Osamu Iida to limit his liability to the limit stipulated by laws and regulations. In the case that the election of Mr. Osamu Iida is approved, the Company plans to continue the agreement with him. 3. [Directors and officers liability insurance] The Company has taken out a directors and officers liability insurance policy with an insurance company, thereby, said policy covers damages that may arise as a result of the insured officers, etc. having liability for the execution of their duties or becoming subject to claims regarding pursuit of said liability. The candidate is covered by said policy. The Company plans to renew to said policy at next update. 4. [About the fact of violation of laws and regulations or the Articles of Incorporation, or other improper execution of business at the company during the term of office as a director, etc., at other companies during the past 5 fiscal years] In January 2025, when Mr. Osamu Iida was serving as Outside Auditor of M&A DX Corporation., the company had its registration under the M&A Support Organization Registration System revoked for eight months by the Small and Medium Enterprise Agency for having provided M&A intermediary services to an inappropriate business operator. Although Mr. Iida was unaware of the occurrence of the fact until it became evident, he had always given suggestions, when necessary, about the importance of compliance with laws and regulations and its thorough implementation. Following the discovery of the fact, he conducted an investigation into the factual background, identified the causes, and made recommendations to prevent recurrence. 		

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
6	 <p>Yumiko Okafuji (December 10, 1964)</p> <p>Female</p> <p>Reappointment</p> <p>Candidate for Outside Director</p> <p>Candidate for Independent Director</p> <p>Number of shares of the Company held 0 shares</p> <p>Attendance at Board of Directors meetings 17/17 (100%)</p> <p>Number of years in office: 3 years (as of the conclusion of this General Meeting)</p>	<p>April 1988 Joined Hitachi Chemical Co., Ltd. (currently Resonac Corporation)</p> <p>April 2013 Director & Officer (Treasurer) of Hitachi Powdered Metals (USA), Inc. (currently Resonac Powdered Metals America, Inc.)</p> <p>October 2016 Joined Calbee, Inc.; Manager of IR Division, Corporate Planning and IR Departments</p> <p>April 2019 Executive Officer; General Manager of IR Department; Manager of ESG Promotion Office, Calbee, Inc.</p> <p>April 2021 Executive Officer; General Manager of Procurement Division; Manager of Sustainability Promotion Office, Calbee, Inc.</p> <p>April 2022 Assistant to Strategic Risk Management Department, Calbee, Inc.</p> <p>June 2022 Audit & Supervisory Board Member of Calbee, Inc. (current position)</p> <p>June 2023 Outside Director, the Company (current position)</p> <p>[Significant concurrent positions] Ms. Yumiko Okafuji currently serves as Full-time Audit & Supervisory Board Member of Calbee, Inc. There are no significant transactions between the company and Kureha or Kureha Group companies.</p> <p>[Reasons for selection as a candidate for Outside Director and the summary of expected roles] Ms. Yumiko Okafuji possesses expert knowledge in finance and accounting of overseas enterprises in the United States and other countries. She also has advanced views and extensive experience in IR and sustainability, she has met her role by actively providing supervision on the management of the Company and business execution from an independent and fair standpoint. As the Company expects that she will continue to fulfill roles and duties such as providing supervision and advice on the overall management of the Company, especially regarding global corporate management and the promotion of sustainability management with commitment toward realizing a sustainable society and environment, and consequently corporate governance of the Company will be strengthened, the Company continues to select her as a candidate for Outside Director. In addition, in case that her election is approved, she will continue to have a role in decisions on matters related to the appointment of directors of the Company, candidates for successors to the President and Chief Executive Officer and plans for training of the candidates, and remuneration for directors and vice presidents, from an objective perspective as a member of the non-mandatory Nomination Advisory Committee and Remuneration Advisory Committee.</p> <p>[Views regarding independence] Ms. Yumiko Okafuji executed business at Hitachi Chemical Co., Ltd. (currently Resonac Corporation) from April 1988 to September 2016. There are transactions such as product purchases and product sales between Resonac Corporation and the Company and Group companies. However, the amount the Company and Group companies purchased, etc. from Resonac Corporation was less than 1% of consolidated net sales of the company in each year during the past 3 fiscal years. And the annual sales from the Company and Group companies to Resonac Corporation are less than 1% of consolidated revenue of the Company.</p> <p>In addition to meeting the conditions for Independent Directors as stipulated by the Tokyo Stock Exchange, Ms. Yumiko Okafuji meets the “Standards for Determining Independence of Outside Executives” defined by the Company. The Company has judged that there will be no conflicts of interest between her and general shareholders, and the Company has submitted her as an Independent Director to the Tokyo Stock Exchange as defined by said Exchange. Furthermore, the “Standards for Determining Independence of Outside Executives,” are shown on page 17.</p>
<ol style="list-style-type: none"> 1. There are no special interest relationships between the candidate and the Company. 2. [About liability limitation agreements] The Company has concluded a liability limitation agreement with Ms. Yumiko Okafuji to limit her liability to the limit stipulated by laws and regulations. In the case that the election of Ms. Yumiko Okafuji is approved, the Company plans to continue the agreement with her. 3. [Directors and officers liability insurance] The Company has taken out a directors and officers liability insurance policy with an insurance company, thereby, said policy covers damages that may arise as a result of the insured officers, etc. having liability for the execution of their duties or becoming subject to claims regarding pursuit of said liability. The candidate is covered by said policy. The Company plans to renew to said policy at next update. 		

No.	Name (Date of birth)	Past experience, positions, responsibilities, and significant concurrent positions
7		April 1981 Joined Snow Brand Milk Products Co., Ltd. (currently Megmilk Snow Brand Co., Ltd.)
		April 2002 Division General Manager of Dairy Products Dept., Snow Brand Milk Products Co., Ltd.
		October 2002 Division Director of Dairy Products Dept., Snow Brand Milk Products Co., Ltd.
		June 2003 Executive Officer of Dairy Products Dept., Snow Brand Milk Products Co., Ltd.
		January 2004 Executive Officer of Cheese Dept., Vice Division Director, Snow Brand Milk Products Co., Ltd.
		June 2004 Managing Executive Officer, Head of Kanto Sales Dept., Snow Brand Milk Products Co., Ltd.
		June 2009 Managing Executive Officer, Head of Kanto Sales Dept., Head of Major Retail Chain Sales Dept., Snow Brand Milk Products Co., Ltd.
		October 2009 Director Executive Officer, Head of Kanto Sales Dept., Head of Major Retail Chain Sales Dept., Snow Brand Milk Products Co., Ltd.
	Male	
	New appointment	April 2011 Managing Executive Officer, Executive Business Manager, Megmilk Snow Brand Co., Ltd.
		June 2013 Director Executive Officer, Megmilk Snow Brand Co., Ltd.
	Candidate for Outside Director	March 2014 Director Executive Officer, Head of Beverages and Desserts Dept., Megmilk Snow Brand Co., Ltd.
		April 2015 Representative Director and President, Megmilk Snow Brand Co., Ltd.
	Candidate for Independent Director	April 2022 Director and Counselor, Megmilk Snow Brand Co., Ltd.
	June 2022 Counselor, Megmilk Snow Brand Co., Ltd.	
	May 2023 Appointed as an Outside Director Audit and Supervisory Committee Member of YASKAWA Electric Corporation (current position)	
	June 2023 Resigned Megmilk Snow Brand Co., Ltd.	
	June 2025 Outside Director, the Company (current position)	

<p>Number of shares of the Company held 0 shares</p> <p>Attendance at Board of Directors meetings 12/12 (100%)</p> <p>Number of years in office: 1 year (as of the conclusion of this General Meeting)</p>	<p>[Significant concurrent positions] Mr. Keiji Nishio currently serves as an Outside Director Audit and Supervisory Committee Member of YASKAWA Electric Corporation. There are no significant transactions between the company and Kureha or Kureha Group companies.</p> <p>[Reasons for selection as a candidate for Outside Director and the summary of expected roles] Mr. Keiji Nishio possesses advanced views and extensive experience as a management that has been cultivated through the management role of a manufacturing company. He has met his role by actively providing supervision on the management of the Company and business execution from an independent and fair standpoint. As the Company expects that, by applying his insight and experience, he will continue to fulfill roles and duties such as providing supervision and advice on the overall management of the Company, especially regarding the corporate planning division and the sales & marketing division, and supervising conflicts of interest and reflecting the opinions of stakeholders to the Board of Directors, and consequently corporate governance will be strengthened, the Company has selected him as a candidate for Outside Director. In addition, in case that his election is approved, he will have a role in decisions on matters related to the appointment of directors of the Company, candidates for successors to the President and Chief Executive Officer and plans for training of the candidates, and remuneration for directors and vice presidents, from an objective perspective as a member of the non-mandatory Nomination Advisory Committee and Remuneration Advisory Committee.</p> <p>[Views regarding independence] In addition to meeting the conditions for Independent Directors as stipulated by the Tokyo Stock Exchange, Mr. Keiji Nishio meets the “Standards for Determining Independence of Outside Executives” defined by the Company. The Company has judged that there will be no conflicts of interest between him and general shareholders, and the Company will submit him as an Independent Director to the Tokyo Stock Exchange as defined by said Exchange. Furthermore, the “Standards for Determining Independence of Outside Executives,” are shown on page 17.</p>
<ol style="list-style-type: none"> 1. There are no special interest relationships between the candidate and the Company. 2. [About liability limitation agreements] 3. [Directors and officers liability insurance] 	<p>The Company has concluded a liability limitation agreement with Mr. Keiji Nishio to limit his liability to the limit stipulated by laws and regulations. In the case that the election of Mr. Keiji Nishio is approved, the Company plans to continue the agreement with him.</p> <p>The Company has taken out a directors and officers liability insurance policy with an insurance company, thereby, said policy covers damages that may arise as a result of the insured officers, etc. having liability for the execution of their duties or becoming subject to claims regarding pursuit of said liability. The candidate is covered by said policy. The Company plans to renew to said policy at next update.</p>

(Reference)

Key expertise and experience of candidates for Director and current Audit & Supervisory Board Members (skills matrix)

	Name	Gender	Corporate Management & Strategic Planning	Manufacturing	Research & Development	Marketing & Business Strategy Planning	Financial, Accounting	International, Global Business Management	Legal, Governance, Compliance, Risk Management	ESG, Sustainability	Personnel Strategy & Human Resources Management
Directors	Yutaka Kobayashi	Male	○			○		○	○	○	○
	Katsuhiro Natake	Male	○			○	○	○	○	○	○
	Naomitsu Nishihata	Male	○	○	○	○		○	○		
	Takahisa Ueyama	Male	○	○	○	○		○		○	
	Osamu Iida	Male	○	○	○	○		○	○	○	
	Yumiko Okafuji	Female					○	○	○	○	
	Keiji Nishio	Male	○					○	○	○	
Audit & Supervisory Board Members	Michihiko Hayashi	Male	○			○			○		○
	Tsukasa Sakane	Male	○				○	○	○		
	Reiko Yoshida	Female						○	○	○	

Areas (expertise and experience) of the above skills matrix and reasons for selecting them

Areas of expertise and experience	Reasons for selection
Corporate Management & Strategic Planning	Expertise and experience in this area are required for making important management decisions and supervising the management team (executive officers).
Manufacturing	Expertise and experience in this area are required for building high-efficient, high-yield, productive, eco-friendly, and low-cost production capacity based on the business strategy.
Research & Development	Expertise and experience in this area are required for improving our R&D capabilities to produce proprietary and differentiated products and technologies.
Marketing & Business Strategy Planning	Broad perspective, market insight, and extensive business experience are required for scaling up our business and improving our profitability.
Legal, Governance, Compliance, Risk Management	Expertise and experience in these areas are required for managing business with a focus on careful selection of investments and capital efficiency and enhancing our corporate value with a good balance between investment for growth and shareholder returns.
International, Global Business Management	Expertise and experience in this area are required for making management decisions in consideration of the international market, customer trends, and country risk which includes geopolitical risk.
Legal, Governance, Compliance, Risk Management	Expertise and experience in these areas are required for enhancing the effectiveness of supervision of the management team (executive officers), which is the foundation for realizing sustained corporate value growth.
ESG, Sustainability	Expertise and experience in these areas are required for promoting ESG and sustainability initiatives that support our corporate sustainability.
Personnel Strategy & Human Resources Management	Expertise and experience in these areas are required for managing human resources in a way that places the right persons in the right jobs, with the aim of maximizing their individual performance and job satisfaction.

(Reference)

Standards for Determining Independence of Outside Executives

In the case that none of the following items apply to Outside Directors or Outside Corporate Auditors of the Company, the Company will judge the party to possess independence.

1. The party is a business executor (*1) of the Company or a Group company (hereinafter the “Group”).
2. The party holds the Group as a major transaction partner (*2) or a business executor thereof, or is a major transaction partner of the Group or a business executor thereof.
3. The party is a major lender (*3) of the Group or a business executor thereof.
4. The party is a major shareholder (*4) of the Company or a business executor thereof.
5. The party is a consultant, accounting specialist, or legal specialist that receives a significant amount of cash or other property (*5) other than executive remuneration from the Group (if the party that receives said property is an organization such as a corporation or cooperative, a party associated with said organization).
6. The party that satisfied 1 above within the past ten years.
7. The party that satisfied any of 2 to 5 above within the past three years.
8. The party is a relative (*6) of a person who satisfies any of 1 to 7 above.
9. Aside from the items above, reasons exist for conflicts of interest to arise between the party and the Group.

(*1) “Business executors” are persons and employees that are Executive Directors, Executives, Executive Officers, Managers, or employees in equivalent positions.

(*2) “Major transaction partners” are those to which the Group comprises greater than 2% of net sales of the counterparty, or from which the Company receives greater than 2% of consolidated net sales of the Company within the past three fiscal years.

(*3) “Major lenders” are lenders to which the consolidated borrowings comprise greater than 2% of consolidated total assets.

(*4) “Major shareholders” are shareholders that hold 10% or more of total voting rights either directly or indirectly.

(*5) “Significant amount of cash or other property” is over 10 million yen in total amount in one fiscal year (if referring to an organization, over 2% of consolidated net sales).

(*6) “Relatives” are spouses or relatives within the second degree.