

This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. The Company assumes no responsibility for this translation or for direct, indirect or any other forms of damages arising from the translation.

Securities code: 2922

June 4, 2026

Date electronic provisional measures become available: May 28, 2026

To Shareholders with Voting Rights:

Saburo Natori
Chairman of the Board of Directors
and President
Natori Co., Ltd.
5-5-1 Oji, Kita-ku, Tokyo, Japan

**NOTICE OF
THE 78th ANNUAL GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

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

We hereby inform you that the 78th Annual General Meeting of Shareholders of Natori Co., Ltd. (the “Company”) will be held as described below.

In convening this Annual General Meeting of Shareholders, the Company has taken measures to provide information (matters for electronic provision) electronically as the “Notice of the 78th Annual General Meeting of Shareholders.” Please access the Internet websites below to view this information.

The Company’s website

<https://www.natori.co.jp/corporate/ir/holders/> (available only in Japanese)

In addition to the above website, the Company has also disclosed matters for electronic provision on the website of the Tokyo Stock Exchange (TSE). Please access the below TSE website (TSE Listed Company Information Service), enter and search for the “Issue name (Natori)” or “Securities code (2922)”, then select “Basic Information” or “Documents Available for Public Inspection/PR Information.”

Tokyo Stock Exchange website (TSE listed company information service)

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

In lieu of attending in person on the day of the General Meeting of Shareholders, you can exercise your voting rights either via the internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders included in the matters for electronic provision and exercise your voting rights by returning the enclosed voting rights exercise form to us or via the internet by Thursday, June 25, 2026, at 5:30 p.m. Japan time.

- 1. Date and Time:** Friday, June 26, 2026 at 10:00 a.m. Japan time
(Reception starts at 9:00 a.m. Japan time.)
- 2. Place:** Sakura Hall, 2nd Floor, Hoku Topia
1-11-1 Oji, Kita-ku, Tokyo, Japan

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company's 78th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit and Supervisory Board of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 78th Fiscal Year (April 1, 2025 - March 31, 2026)

Proposals to be resolved:

- Proposal 1:** Election of Nine (9) Members of the Board of Directors
Proposal 2: Election of One (1) Audit and Supervisory Board Member

-
- In accordance with the enforcement of the electronic provision system for shareholder meeting materials due to the revision of the Companies Act, the viewing of meeting materials by shareholders has changed from paper media to the website, in principle.
 - At this Annual General Meeting of Shareholders, regardless of whether or not a request for delivery of a paper copy is made, the Company will uniformly send a paper copy stating the matters also provided electronically, however the said paper copy will exclude the following matters in accordance with laws and regulations and Article 19 of the Company's Articles of Incorporation.
 - Overview of resolutions regarding establishment of Systems to Ensure Appropriateness of Business Operations and overview of operational status thereof
 - Basic Policy Regarding Control of the Company
 - Consolidated Statement of Changes in Equity
 - Notes to Consolidated Financial Statements in the Consolidated Financial Statements
 - Statement of Changes in Equity
 - Notes to Non-consolidated Financial Statements in the Non-consolidated Financial Statements
 - Any amendments to the matters for electronic provisional measures will be posted on the websites shown on page 1.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Nine (9) Members of the Board of Directors

The terms of office of all eight (8) Members of the Board of Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of nine (9) Members of the Board of Directors is proposed.

The candidates for Members of the Board of Directors are as follows.

No.	Name	Current positions and responsibilities at the Company
1	Saburo Natori [Reappointment]	Chairman of the Board of Directors and President
2	Koichiro Natori [Reappointment]	Member of the Board of Directors, Senior Managing Executive Officer
3	Tadashi Yamagata [Reappointment]	Member of the Board of Directors, Executive Officer
4	Satoru Abe [Reappointment]	Member of the Board of Directors, Executive Officer
5	Shigeru Ataka [Reappointment]	Member of the Board of Directors, Executive Officer
6	Katsuomi Machida [New appointment]	Executive Officer
7	Fukiko Takeuchi [Reappointment] [Outside] [Independent]	Member of the Board of Directors
8	Kunimichi Gamo [Reappointment] [Outside] [Independent]	Member of the Board of Directors
9	Hideo Miyabe [New appointment] [Outside] [Independent]	Audit and Supervisory Board Member

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	Saburo Natori (January 22, 1948) [Reappointment]	July 1973 Joined the Company July 1973 Member of the Board of Directors July 1981 Managing Member of the Board of Directors July 1992 Senior Managing Member of the Board of Directors February 1997 General Manager of Sales Division June 2001 Member of the Board of Directors and Vice President January 2005 Representative Member of the Board of Directors and Vice President March 2005 Representative Member of the Board of Directors and President June 2012 Chairman of the Board of Directors and President (current position)	446,808 shares
		[Reason for nomination as candidate for Member of the Board of Directors] Mr. Saburo Natori has been responsible for the management of the Company and the Group, working to drive business growth and strengthen the revenue base. Based on his track record and experience to date, he is expected to continue contributing to the sustainable growth of the entire Group and the enhancement of corporate value. The Company therefore nominates him as a candidate for a Member of the Board of Directors.	
2	Koichiro Natori (October 3, 1981) [Reappointment]	April 2004 Joined the Company August 2006 Natori Saitama Plant May 2008 Head of Saitama Sales Office March 2014 Deputy General Manager of Sales Planning Department March 2016 Deputy General Manager of Sales Division June 2016 Executive Officer June 2018 Member of the Board of Directors (current position) April 2020 Managing Executive Officer and General Manager of Sales Division June 2024 Senior Managing Executive Officer and General Manager of Sales Division (current position)	18,300 shares
		[Reason for nomination as candidate for Member of the Board of Directors] Mr. Koichiro Natori has a wide range of experience in and knowledge on overall management and sales as an Executive Officer and Member of the Board of Directors of the Company. Based on his track record of strengthening the sales foundation as General Manager of the Sales Division, he is expected to contribute to the advancement of management from a perspective that oversees the entire Group. The Company therefore nominates him as a candidate for a Member of the Board of Directors.	
3	Tadashi Yamagata (January 8, 1957) [Reappointment]	April 1984 Joined the Company September 2001 General Manager of Nagoya Branch May 2004 Deputy General Manager of Sales Division June 2004 Executive Officer (current position) September 2010 General Manager of Sales Division June 2012 Member of the Board of Directors (current position) April 2020 General Manager of Logistics Division January 2026 General Manager of Food Safety Division (current position)	3,400 shares
		[Reason for nomination as candidate for Member of the Board of Directors] Mr. Tadashi Yamagata has experience in the logistics departments and food product sales as an Executive Officer and Member of the Board of Directors of the Company. As General Manager of the Logistics Division, he worked to strengthen the logistics infrastructure, and since January 2026, as General Manager of the Food Safety Division, he has been responsible for enhancing the Company's quality and safety systems to meet customers' trust. Based on his track record, he is expected to contribute to the sustainable growth and assurance of trust for the Group. The Company therefore nominates him as a candidate for a Member of the Board of Directors.	

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held	
4	Satoru Abe (February 19, 1967) [Reappointment]	April 1990 June 2010	Joined the Company Deputy General Manager of Production Division and General Manager of Natori Saitama Plant	4,400 shares
		June 2011 May 2016 March 2019 June 2019 June 2020	Executive Officer (current position) Seconded to Nankin Minghong Wan Shokuhin Ltd., Executive Vice President Deputy General Manager of Production Division, the Company General Manager of Production Division (current position) Member of the Board of Directors (current position)	
[Reason for nomination as candidate for Member of the Board of Directors] Mr. Satoru Abe has a wealth of experience in and a wide range of knowledge on the production departments, cultivated through his service as an Executive Officer and Member of the Board of Directors of the Company. He is also responsible for establishing and improving structural frameworks at production sites. Based on his experience and track record, he is expected to contribute to the enhancement and efficiency improvement of the production structures of the Group. The Company therefore nominates him as a candidate for a Member of the Board of Directors.				
5	Shigeru Ataka (November 28, 1967) [Reappointment]	April 2003 February 2009 March 2011	Joined the Company General Manager of Finance Department General Manager of Accounting Department (current position)	1,400 shares
		September 2013 June 2016 June 2020	General Manager of Corporate Planning Department (current position) Executive Officer (current position) Member of the Board of Directors (current position)	
[Reason for nomination as candidate for Member of the Board of Directors] Mr. Shigeru Ataka has a wealth of experience in overall management, finance, and corporate planning as an Executive Officer and Member of the Board of Directors of the Company. Based on his track record, he is expected to contribute to the advancement of corporate management and finance strategies of the Group. The Company therefore nominates him as a candidate for a Member of the Board of Directors.				
6	Katsuomi Machida (October 10, 1969) [New appointment]	April 1993 March 2014 March 2017	Joined the Company General Manager of Natori Saitama Plant Executive Officer (current position) Deputy General Manager of Production Division	100 shares
		March 2019 June 2023	Seconded to Nankin Minghong Wan Shokuhin Ltd., Executive Vice President General Manager of Human Resources Department, the Company (current position)	
[Reason for nomination as candidate for Member of the Board of Directors] Mr. Katsuomi Machida has been involved in the Company's management as an Executive Officer since 2017. In addition to his experience in the production departments, he has been responsible for human capital strategy, promotion, and organizational management as General Manager of the Human Resources Department since 2023. Based on his track record and knowledge, he is expected to contribute to the sustainable growth of the Company and the enhancement of corporate value. The Company therefore nominates him as a candidate for a Member of the Board of Directors.				

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
7	Fukiko Takeuchi (October 8, 1951) [Reappointment] [Outside] [Independent]	February 1978 Established Calonic Diet Studio Co., Ltd. Representative Director (current position)	0 shares
		April 1995 Lecturer, Junior College of KNU Lecturer, Kagawa Vocational College Lecturer, Tokyo YMCA International Hotel Vocational School April 2001 Board Member, Shokuzai no Terakoya (formerly Association for Widespread Introduction of Good Food) June 2015 Outside Member of the Board of Directors, the Company (current position)	
[Reason for nomination as candidate for Outside Member of the Board of Directors and expected roles] Ms. Fukiko Takeuchi has professional knowledge and a wealth of experience, having long engaged in practical research activities related to food as a registered dietitian and diet creator. She is also dedicated to promoting the advancement of women in the workforce. Based on her knowledge, she is expected to contribute to enhancing the advisory and monitoring functions regarding the Company's management from an independent standpoint. The Company therefore renominates her as a candidate for an Outside Member of the Board of Directors.			
8	Kunimichi Gamo (October 23, 1944) [Reappointment] [Outside] [Independent]	April 1971 Joined Toyo Engineering Corporation June 2000 Director June 2003 Representative Director & CFO June 2004 Audit & Supervisory Board Member June 2006 Senior Corporate Auditor October 2009 Permanent Director, Japan Audit & Supervisory Board Members Association November 2011 Consultant, Lecturer (current position) June 2015 Outside Audit and Supervisory Board Member, the Company December 2016 Outside Director (Audit & Supervisory Committee) of amifa Co., Ltd. December 2020 Outside Member of the Board of Directors June 2023 Outside Member of the Board of Directors, the Company (current position)	500 shares
[Reason for nomination as candidate for Outside Member of the Board of Directors and expected roles] Mr. Kunimichi Gamo has professional knowledge and a wealth of experience in finance, accounting, and auditing, having long engaged in corporate management at Toyo Engineering Corporation, including serving as CFO. Based on his knowledge, he is expected to contribute to strengthening the Company's corporate governance from an independent standpoint. The Company therefore renominates him as a candidate for an Outside Member of the Board of Directors.			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
9	Hideo Miyabe (October 6, 1950) [New appointment] [Outside] [Independent]	<p>April 1973 Joined Taiyo Fishing Co., Ltd. (former Maruha Nichiro Corporation, current Umios Corporation)</p> <p>June 2003 Member of the Board of Directors</p> <p>April 2006 Managing Member of the Board of Directors</p> <p>June 2006 Member of the Board of Directors, Executive Vice President, Maruha Group Headquarters</p> <p>April 2008 Managing Member of the Board of Directors, Maruha Nichiro Foods</p> <p> Representative Member of the Board of Directors and President, Maruha Nichiro Livestock</p> <p>June 2014 Full-time Audit & Supervisory Board Member, Maruha Nichiro Corporation</p> <p>October 2018 Outside Audit & Supervisory Board Member, EVERACTION CO., LTD.</p> <p>March 2019 Outside Audit & Supervisory Board Member</p> <p>June 2019 Outside Audit and Supervisory Board Member, the Company (current position)</p> <p>March 2022 Outside Member of the Board of Directors, ARCLANDSERVICE HOLDINGS CO., LTD.</p>	0 shares
<p>[Reason for nomination as candidate for Outside Member of the Board of Directors and expected roles] Mr. Hideo Miyabe has extensive knowledge and experience, having long engaged in business development and management in the food sector at Maruha Nichiro Corporation (current Umios Corporation). Furthermore, since June 2019, he has contributed to strengthening governance as an Outside Audit and Supervisory Board Member of the Company. Based on his knowledge and experience, he is expected to contribute to enhancing corporate value by participating in management decision-making and oversight as a Member of the Board of Directors. The Company therefore nominates him as a candidate for an Outside Member of the Board of Directors.</p>			

- Notes: 1. Among the candidates for Members of the Board of Directors, Ms. Fukiko Takeuchi, Mr. Kunimichi Gamo, and Mr. Hideo Miyabe are candidates for Outside Members of the Board of Directors stipulated in Article 2, Paragraph 3, Item 7 of the Regulations for Enforcement of the Companies Act. The Company has registered Ms. Fukiko Takeuchi and Mr. Kunimichi Gamo as independent directors/auditors who are Outside Members of the Board of Directors and Mr. Hideo Miyabe as an independent director/auditor who is an Outside Audit and Supervisory Board Member, as stipulated in Article 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc. If they are elected as proposed, the Company intends to register them again as independent directors/auditors.
2. Ms. Fumiko Takeuchi currently serves as an Outside Member of the Board of Directors of the Company. The Company has entered into an agreement with her to limit her liability for damages to the minimum liability amount prescribed by Article 425, Paragraph 1 of the Companies Act. If her reelection is approved, the Company intends to continue the above liability limitation agreement with her. She will have served as an Outside Member of the Board of Directors for 11 years at the conclusion of this General Meeting of Shareholders.
3. Mr. Kunimichi Gamo currently serves as an Outside Member of the Board of Directors of the Company. The Company has entered into an agreement with him to limit his liability for damages to the minimum liability amount prescribed by Article 425, Paragraph 1 of the Companies Act. If his reelection is approved, the Company intends to continue the above liability limitation agreement with him. He will have served as an Outside Member of the Board of Directors for 3 years at the conclusion of this General Meeting of Shareholders.
4. Mr. Hideo Miyabe is a candidate for an Outside Member of the Board of Directors, and the Company has entered into a liability limitation agreement with him as an Outside Audit and Supervisory Board Member, with his liability for damages limited to the minimum liability amount prescribed by Article 425, Paragraph 1 of the Companies Act. If his election is approved, the Company intends to continue the above liability limitation agreement with him as an Outside Member of the Board of Directors. He will have served as an Outside Audit and

Supervisory Board Member for 7 years at the conclusion of this General Meeting of Shareholders.

5. The Company has entered into a directors and officers liability insurance contract that insures all Members of the Board of Directors, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance policy covers damages that may arise when insured Members of the Board of Directors assume liability for the execution of their duties or receive a claim related to the pursuit of such liability. The insurance premiums are fully paid by the Company, and the insured persons do not bear the actual premiums. The Company intends to renew the policy with the same contents at the next renewal.

Proposal 2: Election of One (1) Audit and Supervisory Board Member

Mr. Hideo Miyabe, an Audit and Supervisory Board Member, will retire at the conclusion of this Annual General Meeting of Shareholders. Accordingly, the election of one (1) Audit and Supervisory Board Member is proposed to fill his vacancy.

The term of office for the Audit and Supervisory Board Member to be elected pursuant to this proposal will be until the expiration of the term of office of the retiring Audit and Supervisory Board Member as stipulated in the Company's Articles of Incorporation.

This proposal has already received approval from the Audit and Supervisory Board.

The candidate for Audit and Supervisory Board Member is as follows.

Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
Koichi Sano (August 30, 1948) [New appointment] [Outside] [Independent]	April 1971	Joined Mitsui Petrochemical Industries Ltd. (current Mitsui Chemicals, Inc.)	100 shares
	June 2003	Executive Officer and General Manager of Finance & Accounting Division	
	June 2005	Managing Director	
	June 2009	Representative Director and Executive Vice President	
	June 2016	External Director, TIS Inc. Outside Audit & Supervisory Board Member, Nippon Yakin Kogyo Co., Ltd	
	June 2017	Outside Director, Nippon Yakin Kogyo Co., Ltd.	
[Reason for nomination as candidate for Outside Audit and Supervisory Board Member] Mr. Koichi Sano has long engaged in corporate management at Mitsui Chemicals, Inc. and has a wealth of practical experience and expertise in the finance and accounting fields. Leveraging this knowledge, he is expected to provide appropriate audits and advice on the Company's management from an independent standpoint, and contribute to strengthening internal control and risk management systems. The Company therefore nominates him as a candidate for an Outside Audit and Supervisory Board Member.			

- Notes:
1. The candidate for Audit and Supervisory Board Member, Mr. Koichi Sano, is a candidate for Outside Audit and Supervisory Board Member stipulated in Article 2, Paragraph 3, Item 8 of the Regulations for Enforcement of the Companies Act. If he is elected as proposed, the Company intends to register him as an independent director/auditor as stipulated in Article 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc.
 2. Mr. Koichi Sano is a candidate for Outside Audit and Supervisory Board Member and if elected, the Company plans to enter into an agreement with him to limit his liability for damages to the minimum liability amount prescribed by Article 425, Paragraph 1 of the Companies Act.
 3. The Company has entered into a directors and officers liability insurance contract that insures all Audit and Supervisory Board Members, as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance policy covers damages that may arise when insured Audit and Supervisory Board Members assume liability for the execution of their duties or receive a claim related to the pursuit of such liability. If the candidate is elected as an Audit and Supervisory Board Member, he will be included in insured persons under the insurance policy. The insurance premiums are fully paid by the Company, and the insured persons do not bear the actual premiums. The Company intends to renew the policy with the same contents at the next renewal.

(Reference) Main expertise and experience of the Members of the Board of Directors and the Audit and Supervisory Board Members after this meeting

Name	Position	Expertise and Experience					
		Management	Food industry/ Marketing	Production IT	Accounting Finance	ESG Risks	Global Diversity
Saburo Natori	Chairman of the Board of Directors and President	•	•		•	•	•
Koichiro Natori	Member of the Board of Directors, Senior Managing Executive Officer	•	•	•		•	•
Tadashi Yamagata	Member of the Board of Directors, Executive Officer		•			•	
Satoru Abe	Member of the Board of Directors, Executive Officer		•	•		•	
Shigeru Ataka	Member of the Board of Directors, Executive Officer		•		•	•	
Katsuomi Machida	Member of the Board of Directors, Executive Officer			•		•	•
Fukiko Takeuchi	Independent Outside Member of the Board of Directors	•	•				•
Kunimichi Gamo	Independent Outside Member of the Board of Directors	•			•	•	•
Hideo Miyabe	Independent Outside Member of the Board of Directors	•	•			•	•
Kuniyoshi Nagai	Full-time Audit and Supervisory Board Member		•	•		•	
Jiro Ono	Independent Outside Audit and Supervisory Board Member	•				•	
Hiroshi Iwawaki	Independent Outside Audit and Supervisory Board Member	•		•		•	•
Koichi Sano	Independent Outside Audit and Supervisory Board Member	•			•	•	•

*The above matrix does not indicate all of the areas of expertise and experience possessed by each individual.