

# Messages from Outside Directors



**Sayumi Otake**, Director (Part-time, Outside Director)

With the further globalization of Japanese corporate management, it is becoming increasingly important to capture sustainability, diversity, and governance from a global perspective on a daily basis. I work to consistently and actively ask questions and provide input to the Board of Directors of S&B Foods, drawing on my experience in marketing communications and risk management for global companies. I will strive to promote the active and open exchange of opinions at the management level and the incorporation of diverse viewpoints, thereby contributing to the enhancement of corporate value.



**Toshiko Takino**, Director (Part-time, Outside Director)

Recognizing the milestone nature of the year 2024, the 101st year since the founding of S&B Foods, the Company has established a vision for the next 20 years ahead of an overseas net sales ratio of over 40%, a key element of the Company's future growth strategy. In order to realize this goal, we need to firmly entrench ourselves in many different areas, including research, product development, marketing, and distribution networks for spices and herbs, using scientific evidence as a weapon to battle on the world stage, in addition to the evolution of our current product lineup. There is an urgent need to expand the pool of diverse human resources with overseas management experience who have the skills to give shape to this grand vision. I will continue to closely monitor management with this as my top priority.



**Yasunori Katsurayama**, Director, Audit & Supervisory Committee Member (Part-time, Outside Director)

S&B Foods has established a new structure by transitioning from a company with auditors to a company with an audit and supervisory committee. As a member of the Audit & Supervisory Committee, I will utilize my knowledge of corporate finance to maintain and develop financial soundness and strive to ensure transparency in management. In addition, I will ensure awareness of risk management perspectives while working to build a stronger governance system, placing importance on communication with senior management to contribute to the enhancement of corporate value and sustainable growth.



**Gen Matsuka**, Director, Audit & Supervisory Committee Member (Part-time, Outside Director)

Upon the transition to a company with an audit and supervisory committee, I was appointed as an outside director (Audit & Supervisory Committee member), and I exercise my voting rights at meetings of the Board of Directors. In this sense, I am now working with an awareness of the management perspective in addition to my perspective as a practicing lawyer when I was an outside auditor. As an outside Audit & Supervisory Committee member, I will cooperate with my fellow members and further collaborate with S&B Foods' Internal Auditing Division. Meanwhile, I will maintain contact with information at various internal and external levels, and will try to be more actively involved than ever on behalf of general shareholders and various other stakeholders in order to support corporate trust and sustainable growth.



**Toshiyuki Utaka**, Director, Audit & Supervisory Committee Member (Part-time, Outside Director)

Ensuring the legal soundness of a company is critical to its sustainable growth. I will utilize my expertise and experience as a certified public accountant and tax accountant to ensure the accuracy of financial statements and strengthen compliance and risk management. I also intend to contribute to the improvement of corporate culture by engaging in communication with the management team. Through the exchange of opinions, I will strive to build a better governance system and help S&B Foods continue to be a trusted company for all stakeholders.