



June 19, 2026

Matters concerning controlling shareholders, etc.

Company name: FEED ONE CO., LTD.
 Listing: Tokyo
 Securities code: 2060
 URL: <https://www.feed-one.co.jp/english/>
 Representative: REPRESENTATIVE DIRECTOR, HIDEHIRO SHOJI
 PRESIDENT
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 GENERAL AFFAIRS DIVISION,
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FEED ONE CO., LTD. announce that at the Regarding Mitsui & Co., Ltd., another affiliate of our company, the details regarding the controlling shareholder, etc. are as follows.

1. Name of parent company, controlling shareholder (excluding parent company) or other related companies

(As of March 31, 2026)

Company name	Attribute	Voting rights ownership ratio (%)			Financial instruments exchanges, etc. on which the stocks etc. issued are listed
		Direct ownership	Combined amount	Total	
Mitsui & Co., Ltd.	Other affiliated companies	25.71	—	25.71	<ul style="list-style-type: none"> • Prime Market of the Tokyo Stock Exchange • Premier Market of the Nagoya Stock Exchange • Sapporo Stock Exchange • Fukuoka Stock Exchange

2. The position of the listed company within the corporate group of the parent company, etc. and the relationship between the listed company and the parent company, etc.

Mitsui & Co., Ltd. (hereinafter referred to as the “Company”) is a major shareholder holding 25.71% of the voting rights of our company, and our company is an equity-method affiliate of the Company. Although there is no notable business relationship between our company and the Company, our company primarily engages in the manufacture and sale of compound feed, and the Company serves as a supplier of raw materials and a sales agent for the company.

Although the Company has a close business relationship with the Company in the Company's feed business, etc., the Company's management policy, business plans, and daily business operations are based on maintaining its independence as a listed company. In addition, the purchase of raw materials, etc. from the Company is determined in the same manner as the prevailing market price and general transaction conditions, and the sale of products, etc. is also determined in the same manner as general transaction conditions.

As of June 19, 2026, one person from the Company serves as an outside director of the Company and

the Company has accepted two employees from the Company on secondment.
The Company plans to develop its business while maintaining a cooperative relationship with the Company, but we recognize that there are no restrictions on the Company's business activities and that a certain degree of independence is ensured.

(Status of concurrent positions held by directors)

Post	Name	Position at parent company or group company	Reasons for appointment
External Director	Kaku Yoshisato	Operating officer, Assistant to General Manager, Food Business Unit, Mitsui & Co., Ltd.	In addition to his knowledge of the feed, livestock and fishery products businesses, where he was primarily involved at Mitsui & Co., Ltd., he has experience in the feed, livestock and fishery products businesses and overseas businesses, including experience working for a grain company in Brazil. He serves as an external director of a listed company, and we requested him to take on the position because we expect him to provide advice on our business activities from a broad perspective, because he is familiar with the business content of our group as a major client of the group, and because he will provide accurate advice from the perspective of management transparency and soundness as a shareholder representative independent of management execution.

(Acceptance of seconded employees)

Department name etc.	Number of people	Name of parent company or group company of the company	Reasons for accepting seconded employees
Corporate Planning & Strategy Unit	1 person	Mitsui & Co., Ltd.	Requested by our company to strengthen management
Related Business Division	1 person	Mitsui & Co., Ltd.	Requested by our company to strengthen management

(Note) As of March 31, 2026, the number of employees at our company is 586 (935 on a consolidated group basis).

3. Matters concerning transactions with controlling shareholders, etc.

Fiscal year ending March 2026 (April 1, 2025 to March 31, 2026)

Kinds	Company name	Location	Capital or investment (million yen)	Business Contents	Percentage of voting rights owned (or held) (%)	Related Party Relationships	Details of the transaction	Transaction amount (million yen)	Subjects	Ending balance (million yen)
Other affiliated companies	Mitsui & Co., Ltd.	Chiyoda-ku, Tokyo	344,163	General trading company	(owned) directly 25.71	Purchasing raw materials for compound feed manufactured by our company and selling our products	Purchase of raw materials, etc. (Note)	85,172	Accounts Payable	11,503

(Note) Terms of trade and policy for determining terms of trade, etc.

The purchase prices of raw materials, etc. are determined based on the prices presented by the company and taking into account the prevailing market prices.

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