

This notice was prepared in English for the convenience of shareholders. Kikkoman provides no warranty as to its accuracy. The official notice, based on Article 299, Paragraph 1, of the Companies Act of Japan, is prepared in Japanese. Please see our website (<https://www.kikkoman.com/en/finance/library/flash/202603.html>) for the details of our Consolidated Financial Results that were released on April 24, 2026.

Securities Code: 2801
June 2, 2026
(Start date of electronic provision measures: May 28, 2026)

Kikkoman Corporation
250 Noda, Noda-shi, Chiba 278- 8601, Japan
Shozaburo Nakano
President and Chief Executive Officer

**NOTICE OF CONVOCAION OF
THE 115TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

Please be informed that Kikkoman Corporation will hold the 115th Ordinary General Meeting of Shareholders as described below. If you are unable to attend the meeting, you can still exercise your rights through an electromagnetic method (internet) or using the Form (sending the Voting Rights Exercise Form by postal mail). After reading the “Reference Materials for the General Meeting of Shareholders” contained herein, and reviewing the information on pages 3, please exercise your rights by 4:35 p.m., on June 22, 2026 (Monday) (at the close of business at the Noda Head Office). On the occasion of this ordinary general meeting of shareholders, electronic provision measures are taken for information contained in the Reference Materials for the General Meeting of Shareholders, etc. (matters regarding electronic provision measures), and the information is posted on the following websites on the internet. Please access one of the following websites below and confirm the information.

Kikkoman’s website https://www.kikkoman.com/en/finance/library/general.html
Website for General Meeting of Shareholders materials https://d.sokai.jp/2801/teiji/

Matters regarding the electronic provision measures are also posted on the website of the Tokyo Stock Exchange (TSE) in addition to the above website. Once you have confirmed the information on this website, please access the TSE website (Listed Company Search) below, enter and search for the issue name (company name) or securities code, and select “Basic information” and “Documents for public inspection/PR information” for confirmation.

TSE website (Listed Company Search) https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
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Date and Time: June 23, 2026 (Tuesday), at 10 a.m.

Place: Main conference room, Kikkoman Corporation (“Kikkoman”) Noda Head Office Building
250, Noda, Noda-shi, Chiba, Japan

Purpose of the Meeting:

Matters to be Reported:

1. The Business Report and the Consolidated Financial Statements, as well as the Report of Audit of the Consolidated Financial Statements by the Accounting Auditors and the Audit & Supervisory Board for the 109th Business Term (from April 1, 2025 to March 31, 2026)
2. The Non-Consolidated Financial Statements for the 109th Business Term (from April 1, 2025 to March 31, 2026)

Matters to be Resolved:

Item 1:	To Approve the Appropriation of Surplus
Item 2:	To Elect Thirteen (13) Directors
Item 3:	To Elect One (1) Audit & Supervisory Board Member
Item 4:	To Elect One (1) Substitute Audit & Supervisory Board Member

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- In view of the convenience of shareholders, Kikkoman sends particularly important matters, among matters regarding electronic provision measures, in the form of paper documents. To the shareholders who request the delivery of paper documents, Kikkoman sends matters regarding electronic provision measures in the form of paper documents.
 - Among the matters regarding the electronic provision measures, (i) “Systems to Ensure the Properness of Operations and the Outline of the Operation of the Systems” stipulated in the Business Report, (ii) the Consolidated Statements of Changes in Equity and (iii) the Notes on the Consolidated Financial Statements, both of which are part of the Consolidated Financial Statements, as well as (iv) the Non-Consolidated Statements of Changes in Equity and (v) the Notes on the Non-Consolidated Financial Statements, both of which are part of the Non-Consolidated Financial Statements, are not included in documents delivered to the shareholders who request the delivery of documents in accordance with laws, regulations and Kikkoman’s Articles of Incorporation. These matters were subject to audit by the Audit & Supervisory Board Members for the purpose of the Audit Report, as well as audit by the Accounting Auditors for the purpose of the Accounting Audit Report, respectively.
 - Should any revisions be made to the matters regarding the electronic provision measures, such revisions will be posted on each website on which such matters are posted.

For the electronic provision system and the receipt of general meeting materials in the form of paper documents, please call the number on the right.	Securities Agent Department, Mitsubishi UFJ Trust and Banking Corporation (dedicated phone number for the electronic provision system) 0120-696-505 (toll free/Hours: 9:00 a.m. to 5:00 p.m. (excluding Saturdays, Sundays, and national holidays))
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Notice for Exercise of Voting Rights

Voting rights at the general meeting of shareholders are your important rights. Please exercise your voting rights by examining the following “Reference Materials for the General Meeting of Shareholders”. Followings are the three methods for exercising voting rights. If you are unable to attend the meeting, please exercise your voting rights by using method (2) or (3).

(1) Method by attending general meeting of shareholders

Please submit the enclosed Voting Rights Exercise Form at the reception when attending the meeting.

Time and place of general meeting of shareholders

10 a.m. June 23 (Tuesday), 2026

If you attend the shareholders meeting by proxy, the proxy must be only one shareholder having voting rights in Kikkoman.

(2) Method to exercise voting rights through the Internet

Please indicate whether you agree or disagree with the proposals.

Voting deadline

To be entered by 4:35 p.m., June 22 (Monday), 2026

(3) Method to exercise voting rights by Form (mail)

Please indicate whether you agree or disagree with the proposals on the enclosed Voting Rights Exercise Form and return it.

Voting deadline

To be received by 4:35 p.m., June 22 (Monday), 2026

Notice for How to Fill in the Voting Rights Exercise Form

Please indicate here whether you agree or disagree with the proposals.

Item 1, 3, and 4

- When agreeing: Draw a circle in the “Agree” column
- When disagreeing: Draw a circle in the “Disagree” column

If you exercise voting rights both through the Internet and by the Form (mail), voting right exercise through the Internet will be treated as your effective voting rights. If you exercise voting rights several times through the Internet, your most recent voting rights executed will be treated as effective. If there is no indication of agree or disagree, it will be treated as if approved is indicated.

Item 2

- When agreeing with all candidates: Draw a circle in the “Agree” column
- When disagreeing with all candidates: Draw a circle in the “Disagree” column
- When disagreeing with some of the candidates: Draw a circle in the “Agree” column and indicate the number of directors you disagree with

Notice for How to Submit Pre-meeting Questions

We accept questions from shareholders through the website below. Please review the information below and make use of this service.

(1) Acceptance period

From 10:00 a.m. May 28 (Thursday), 2026 to 5:00 p.m. June 14 (Sunday), 2026

(2) Website

URL <https://links-v.pdcp.jp/2801/2026/kikkoman/>

*Please access the website above

(3) How to log in

Your ID is your shareholder number (8 digits), and your password is the ZIP code of your registered address (7 digits).

*Please take note of your shareholder number before mailing in your voting rights exercise form.

*The pre-meeting question submission website will be closed for maintenance and system inspection daily from 1:00 a.m. to 5:00 a.m. (Japan Standard Time).

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- Important notes regarding pre-meeting questions
 - We plan to respond at the general meeting of shareholders to those of your questions that we believe are of particular interest to our shareholders.
 - Questions that we are unable to address at the general meeting of shareholders will be kept in mind as we consider future management decisions.

Reference Materials for the General Meeting of Shareholders

Item 1: To Approve the Appropriation of Surplus

Kikkoman positions the profit distribution policy as a key management issue, and Kikkoman's basic policy is to carry out profit distribution, taking into consideration factors such as the strengthening of the business base, business expansion going forward and consolidated earnings.

For the current term, as a result of deliberation based on the basic policy above, Kikkoman proposes a year-end dividend of ¥15 per share. As a result, together with the interim dividend of ¥10, the annual dividend will become ¥25 per share.

1. Dividend is to be paid in:
Cash
2. Details concerning the dividend allocation and the aggregate amount thereof:
Kikkoman proposes a year-end dividend of ¥15 per common share.
Aggregate amount will be ¥13,916,128,500.
3. The date when the dividend will be effective:
June 24, 2026

Item 2: To Elect Thirteen (13) Directors

The terms of office of all thirteen (13) Directors will expire at the close of this ordinary general meeting of shareholders. Therefore, Kikkoman proposes electing a total of thirteen (13) Directors.
The candidates for Director are as follows:

Candidate No.	Name		Position Concurrently Held in Kikkoman	Attendance to the Board of Directors:	
1	Yuzaburo Mogi	Reappoi ntment	Honorary CEO and Chairman of the Board of Directors	10 out of 10 meetings (100%)	
2	Noriaki Horikiri	Reappoi ntment	Representative Director and Executive Chairman	10 out of 10 meetings (100%)	
3	Shozaburo Nakano	Reappoi ntment	Representative Director, President and CEO (Chief Executive Officer)	10 out of 10 meetings (100%)	
4	Osamu Mogi	Reappoi ntment	Representative Director and Senior Executive Corporate Officer	10 out of 10 meetings (100%)	
5	Asahi Matsuyama	Reappoi ntment	Director and Executive Corporate Officer	10 out of 10 meetings (100%)	
6	Ryohei Tsuji	New	Executive Corporate Officer		
7	Toshihiko Fukui	Reappoi ntment	Outside Indepen dent	Outside Director	9 out of 10 meetings (90%)
8	Takeo Inokuchi	Reappoi ntment	Outside Indepen dent	Outside Director	10 out of 10 meetings (100%)
9	Masako Iino	Reappoi ntment	Outside Indepen dent	Outside Director	10 out of 10 meetings (100%)
10	Shinsuke Sugiyama	Reappoi ntment	Outside Indepen dent	Outside Director	10 out of 10 meetings (100%)
11	Nobuhiro Endo	Reappoi ntment	Outside Indepen dent	Outside Director	10 out of 10 meetings (100%)
12	Arthur M. Mitchell	Reappoi ntment	Outside Indepen dent	Outside Director	8 out of 8 meetings (100%)
13	Hiroko Kuniya	Reappoi ntment	Outside Indepen dent	Outside Director	8 out of 8 meetings (100%)

Reappoi
ntment

Reappointment
candidate for
Director

New

New appointment
candidate for Director

Outside

Candidate for
Outside Director

Independent

Candidate for Independent
Director

Note: The percentages (%) shown are rounded off.

For Your Reference: Skill matrix of the candidates for Director

	Corporate management Organization management	Global	Finance & accounting	Marketing & sales	R&D
Mr. Yuzaburo Mogi	○	○	○	○	
Mr. Noriaki Horikiri	○	○		○	
Mr. Shozaburo Nakano	○		○	○	
Mr. Osamu Mogi	○	○	○	○	
Mr. Asahi Matsuyama					○
Mr. Ryohei Tsuji	○	○			○
Mr. Toshihiko Fukui (outside)	○	○			
Mr. Takeo Inokuchi (outside)	○			○	
Ms. Masako Iino (outside)	○	○			
Mr. Shinsuke Sugiyama (outside)	○	○			
Mr. Nobuhiro Endo (outside)	○	○			○
Mr. Arthur M. Mitchell (outside)	○	○			
Ms. Hiroko Kuniya (outside)	○	○			

(Note) The above list represents the areas in which each director candidate is expected to excel and does not represent the full range of knowledge and experience possessed by each of them.

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman			Number of Kikkoman Shares Held
1	Mr. Yuzaburo Mogi (February 13, 1935) Reappointment Attendance to the Board of Directors: 10 out of 10 meetings	April 1958	Joined Kikkoman		4,903,445 shares
		March 1977	General Manager, Foreign Operations Department		
		March 1979	Director		
		March 1982	Managing Director		
		October 1985	Managing Director (Representative Director)		
		March 1989	Senior Managing Director (Representative Director)		
		March 1994	Director and Deputy President (Representative Director)		
		February 1995	Representative Director and President		
		June 2004	Representative Director, Chairman of the Board and Chief Executive Officer		
		June 2011	Honorary Chief Executive Officer and Chairman of the Board of Directors (incumbent)		
(Significant Positions Concurrently Held)					
Outside Audit & Supervisory Board Member, Tobu Railway Co., Ltd.					
Outside Director, Oriental Land Co., Ltd.					
Reason for the nomination as a candidate for Director: Kikkoman chose Yuzaburo Mogi as a candidate for Director because it expects him to contribute to the enhancement of its corporate value by fulfilling the role as Director based on his ample experience of the general business management of the Kikkoman Group.					

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
2	Mr. Noriaki Horikiri (September 2, 1951) <u>Reappointment</u> Attendance to the Board of Directors: 10 out of 10 meetings	April 1974 Joined Kikkoman June 2002 General Manager, Kanto Region June 2003 Corporate Officer June 2006 Executive Corporate Officer April 2008 General Manager, 1st International Operations Division and General Manager, 2nd International Operations Division June 2008 Director and Executive Corporate Officer June 2011 Representative Director and Senior Executive Corporate Officer Representative Director and President, Kikkoman Food Products Company June 2013 Representative Director, President and Chief Executive Officer June 2021 Representative Director, Chairman and Chief Executive Officer June 2023 Representative Director and Executive Chairman (incumbent) (Significant Position Concurrently Held) Outside Director, Meiji Yasuda Life Insurance Company Outside Director, Nagase & Co., Ltd	3,742,565 shares
Reason for the nomination as a candidate for Director: Kikkoman chose Noriaki Horikiri as a candidate for Director because it expects him to fulfill the role as Director based on his ample experience of the general business management of the Kikkoman Group and thereby to contribute to the enhancement of its corporate value by successfully achieving strategies of the Kikkoman Group.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
3	Mr. Shozaburo Nakano (March 28, 1957) <u>Reappointment</u> Attendance to the Board of Directors: 10 out of 10 meetings	April 1981 Joined Kikkoman April 2008 General Manager, Corporate Planning Department June 2008 Corporate Officer June 2011 Executive Corporate Officer June 2011 General Manager, Corporate Planning Division and General Manager, Business Development Department June 2012 Chief Financial Officer June 2015 Director and Executive Corporate Officer June 2017 Director and Senior Executive Corporate Officer, and General Manager, Product Managers Division, Kikkoman Food Products Company June 2019 Representative Director and Senior Executive Corporate Officer June 2019 Representative Director and President, Kikkoman Food Products Company (incumbent) June 2021 Representative Director, President, and Chief Operating Officer June 2023 Representative Director, President and Chief Executive Officer (incumbent) (Significant Positions Concurrently Held) Representative Director and President, Kikkoman Food Products Company	1,590,000 shares
Reason for the nomination as a candidate for Director: Kikkoman chose Shozaburo Nakano as a candidate for Director because it expects him to fulfill the role as Director based on his ample experience in general management in the Kikkoman Group, and to contribute to the enhancement of its corporate value by successfully achieving strategies of the Kikkoman Group.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
4	Mr. Osamu Mogi (September 2, 1967) <u>Reappointment</u> Attendance to the Board of Directors: 10 out of 10 meetings	October 1996 Joined Kikkoman July 2011 Deputy Manager, Foreign Operations Department June 2012 Corporate Officer June 2012 General Manager, Foreign Operations Department June 2014 Deputy General Manager, International Operations Division June 2015 Executive Corporate Officer June 2017 Director and Executive Corporate Officer June 2017 General Manager, International Operations Division (incumbent) September 2020 Director and Chief Executive Officer, KIKKOMAN FOODS, INC. (incumbent) June 2021 Director and Senior Executive Corporate Officer June 2023 Representative Director and Senior Executive Corporate Officer (incumbent) (Significant Positions Concurrently Held) Director and Chief Executive Officer, KIKKOMAN FOODS, INC. (Other responsibilities at Kikkoman) Overseas associates	596,000 shares
Reason for the nomination as a candidate for Director: Kikkoman chose Osamu Mogi as a candidate for Director because it expects him to fulfill the role as Director based on his ample experience, in management and the international business in the Kikkoman Group, and to contribute to the enhancement of its corporate value by successfully achieving strategies of the Department that he spearheads.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman			Number of Kikkoman Shares Held
5	Mr. Asahi Matsuyama (February 22, 1957) Reappointment Attendance to the Board of Directors: 10 out of 10 meetings	April	1980	Joined Kikkoman	63,000 shares
		June	2006	General Manager, 3rd Research and Development Department, Research and Development Division	
		June	2008	Corporate Officer	
		June	2008	General Manager, Research and Development Division (incumbent)	
		June	2014	Executive Corporate Officer	
		June	2017	Representative Director and President, Kikkoman Biochemifa Company	
		June	2018	Director and Executive Corporate Officer (incumbent)	
		(Significant Positions Concurrently Held)			
		-			
		(Other responsibilities at Kikkoman)			
		Intellectual Property Department, quality assurance, and bio business			
Reason for the nomination as a candidate for Director: Kikkoman chose Asahi Matsuyama as a candidate for Director because it expects him to fulfill the role as Director based on his ample experience, in management and the R&D department in the Kikkoman Group, and to contribute to the enhancement of its corporate value by successfully achieving strategies of the department that he spearheads.					

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
6	Mr. Ryohei Tsuji (June 16, 1961) New	April 1980 Joined Kikkoman September 2014 General Manager, Product Development Division, Kikkoman Food Products Company June 2015 Corporate Officer April 2017 General Manager, Consumer & Flavor Research Center June 2019 Executive Corporate Officer, Kikkoman Food Products Company June 2020 Executive Corporate Officer (incumbent) September 2020 Director, President and Chief Operating Officer, KIKKOMAN FOODS, INC. (incumbent) (Significant Positions Concurrently Held) President and Chief Operating Officer, KIKKOMAN FOODS, INC. (Other responsibilities at Kikkoman) —	11,000 shares
Reason for the nomination as a candidate for Director: Kikkoman chose Ryohei Tsuji as a candidate for Director because it expects him to fulfill the role of Director based on his ample experience in food development and international business in the Kikkoman Group, and to contribute to the enhancement of its corporate value by successfully achieving strategies of the business that he spearheads.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
7	Mr. Toshihiko Fukui (September 7, 1935) Reappointment Outside Independent Attendance to the Board of Directors: 9 out of 10 meetings	April 1958 Joined Bank of Japan September 1986 Director-General, Banking Department, Bank of Japan September 1989 Executive Director, Bank of Japan December 1994 Deputy Governor, Bank of Japan November 1998 Chairman, Fujitsu Research Institute June 2002 Director of Kikkoman March 2003 Governor, Bank of Japan December 2008 President, The Canon Institute for Global Studies (incumbent) June 2009 Director of Kikkoman (incumbent) (Significant Positions Concurrently Held) President, The Canon Institute for Global Studies	25,000 shares
Reason for the nomination as a candidate for Outside Director and expected role: Toshihiko Fukui, a candidate for Director, is a candidate for Outside Director. Kikkoman chose him as a candidate for Outside Director because it expects him to advise and oversee the management of Kikkoman based on his broad knowledge and ample experience of leadership mainly in the financial field.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
8	Mr. Takeo Inokuchi (April 9, 1942) Reappointment Outside Independent Attendance to the Board of Directors: 10 out of 10 meetings	April 1965 Joined Taisho Marine and Fire Insurance Company, Limited April 1996 President and Representative Director, Mitsui Marine and Fire Insurance Co., Ltd. June 2000 President, Chief Executive Officer, Chairman of the board and Representative Director of Mitsui Marine and Fire Insurance Co., Ltd. October 2001 Joint Chief Executive Officer, Chairman of the board and Representative Director Mitsui Sumitomo Insurance Co., Ltd. July 2007 Senior Advisor, Mitsui Sumitomo Insurance Co., Ltd. June 2008 Audit & Supervisory Board Member of Kikkoman June 2014 Director of Kikkoman (incumbent) April 2018 Honorary Advisor, Mitsui Sumitomo Insurance Co., Ltd. (incumbent) (Significant Positions Concurrently Held) -	42,200 shares
Reason for the nomination as a candidate for Outside Director and expected role: Takeo Inokuchi, a candidate for Director, is a candidate for Outside Director. Kikkoman chose him as a candidate for Outside Director because it expects him to advise and oversee the management of Kikkoman based mainly on his ample experience and broad knowledge of corporate management.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
9	Ms. Masako Iino (January 2, 1944) Reappointment Outside Independent Attendance to the Board of Directors: 10 out of 10 meetings	April 1991 Professor, Department of English, College of Liberal Arts, Tsuda College (current Tsuda University) November 2004 President, Tsuda College June 2012 President, Japan-U.S. Educational Exchange Promotion Foundation (Fulbright Foundation) November 2012 Chair, Board of Trustees, Tsuda College April 2013 Professor Emeritus, Tsuda College (incumbent) April 2013 Advisor, Tsuda College (incumbent) June 2018 Director of Kikkoman (incumbent) (Significant Positions Concurrently Held) -	3,300 shares
Reason for the nomination as a candidate for Outside Director and expected role: Masako Iino, a candidate for Director, is a candidate for Outside Director. Kikkoman chose her as a candidate for Outside Director because it expects her to advise and oversee the management of Kikkoman mainly based on her ample experience and broad knowledge of organizational management through college management as well as international experience and expertise through academic research.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
10	Mr. Shinsuke Sugiyama (May 14, 1953) Reappointment Outside Independent Attendance to the Board of Directors: 10 out of 10 meetings	April 1977 Joined the Ministry of Foreign Affairs of Japan July 2008 Director General for Global Issues, Minister's Secretariat (Ambassador) January 2011 Director-General of the Asian and Oceanian Affairs Bureau June 2013 Senior Deputy Minister for Foreign Affairs June 2016 Vice-Minister for Foreign Affairs January 2018 Ambassador to the United States of America, Representative of the Government of Japan February 2021 Advisor for the Ministry of Foreign Affairs of Japan (incumbent) June 2022 Director of Kikkoman (incumbent) (Significant Positions Concurrently Held) Specially Appointed Professor, Waseda University	— shares
Reason for the nomination as a candidate for Outside Director and expected role: Shinsuke Sugiyama, a candidate for Director, is a candidate for Outside Director. Kikkoman chose him as a candidate for Outside Director because it expects him to advise and oversee the management of Kikkoman mainly based on his ample experience and broad knowledge mainly stemming from having played a leading role in the diplomatic field.			

No.	Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
11	Mr. Nobuhiro Endo (November 8, 1953) Reappointment Outside Independent Attendance to the Board of Directors: 10 out of 10 meetings	April 1981 Joined NEC Corporation April 2010 Representative Director, Executive Officer, and President, NEC Corporation April 2016 Representative Director and Chairman, NEC Corporation June 2019 Director and Chairman, NEC Corporation June 2022 Executive Advisor, NEC Corporation (incumbent) June 2024 Director of Kikkoman (incumbent) (Significant Positions Concurrently Held) Outside Director, Nisshin Seifun Group Inc. Outside Director, Tokio Marine Holdings, Inc.	6,700 shares
Reason for the nomination as a candidate for Outside Director and expected role: Mr. Nobuhiro Endo, a candidate for Director, is a candidate for Outside Director. Kikkoman selected him as a candidate for Director because it expects him to advise and oversee the management of Kikkoman based mainly on his ample experience and broad knowledge of corporate management.			

No.	Name (Date of Birth)	Summarized Biography, Position, and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
12	Mr. Arthur M. Mitchell (July 23, 1947) <u>Reappointment</u> <u>Outside</u> <u>Independent</u> Attendance to the Board of Directors: 8 out of 8 meetings	July 1976 Admitted to the Bar in New York State January 2003 General Counsel, Asian Development Bank September 2007 Senior Advisor, White & Case LLP International Law Firm (incumbent) January 2008 Registered as Registered Foreign Lawyer June 2025 Director of Kikkoman (incumbent) (Significant Positions Concurrently Held) -	— shares
Reason for the nomination as a candidate for Outside Director and expected role: Mr. Arthur M. Mitchell, a candidate for Director, is a candidate for Outside Director. Kikkoman selected him as a candidate for Director because it expects him to advise and oversee the management of Kikkoman based on his extensive experience and broad knowledge in the field of international legal affairs as a lawyer.			

No.	Name (Date of Birth)	Summarized Biography, Position, and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
13	Ms. Hiroko Kuniya (February 3, 1957) <u>Reappointment</u> <u>Outside</u> <u>Independent</u> Attendance to the Board of Directors: 8 out of 8 meetings	July 1987 “World News” anchor based New York, Japan Broadcasting Corporation (NHK) BS1 April 1989 “World News” anchor, Japan Broadcasting Corporation (NHK) BS1 April 1993 “Today’s Close-up” anchor, Broadcasting Corporation (NHK) BS1 April 2016 Trustee (Special Mission), Tokyo University of the Arts (incumbent) June 2025 Director of Kikkoman (incumbent) (Significant Positions Concurrently Held) Global Research Institute, Keio University, Specially Appointed Professor	— shares
Reason for the nomination as a candidate for Outside Director and expected role: Ms. Hiroko Kuniya, a candidate for Director, is a candidate for Outside Director. Kikkoman selected her as a candidate for Director because it expects her to advise and oversee the management of Kikkoman based mainly on her extensive experience and broad knowledge in covering a wide range of topics related to politics, economics, international relations, ESG, etc., as an anchor.			

Note:

- Each candidate does not have a special interest relationship with Kikkoman.
- Toshihiko Fukui, a candidate for Outside Director, is currently an Outside Director of Kikkoman. His term of office as Outside Director will be seventeen (17) years at the close of this ordinary general meeting of shareholders. In addition, he was an Outside Director of Kikkoman from June 26, 2002 to March 19, 2003.
- Takeo Inokuchi, a candidate for Outside Director, is currently an Outside Director of Kikkoman. His term of office as Outside Director will be twelve (12) years at the close of this ordinary general meeting of shareholders. In addition, he was an Outside Audit & Supervisory Board Member of Kikkoman from June 24, 2008 to June 24, 2014.
- Masako Iino, a candidate for Outside Director, is currently an Outside Director of Kikkoman. Her term of office as Outside Director will be eight (8) years at the close of this ordinary general meeting of shareholders.
- Shinsuke Sugiyama, a candidate for Outside Director, is currently an Outside Director of Kikkoman. His term of office as Outside Director will be four (4) years at the close of this ordinary general meeting of shareholders.
- Nobuhiro Endo, a candidate for Outside Director, is currently an Outside Director of Kikkoman. His term of office as Outside Director will be two (2) years at the close of this ordinary general meeting of shareholders.
- Arthur M. Mitchell, a candidate for Outside Director, is currently an Outside Director of Kikkoman. His term of office as Outside Director will be one (1) year at the close of this ordinary general meeting of shareholders.
- Hiroko Kuniya, a candidate for Outside Director, is currently an Outside Director of Kikkoman. Her term of office as Outside Director will be one (1) year at the close of this ordinary general meeting of shareholders.
- In the case that the reelection of seven current Outside Directors, Toshihiko Fukui, Takeo Inokuchi, Masako Iino, Shinsuke Sugiyama, Nobuhiro Endo, Arthur M. Mitchell, and Hiroko Kuniya are approved at this ordinary general meeting of shareholders, Kikkoman will continue or conclude agreements with them to limit their liability to Kikkoman as stipulated in Article 423, Paragraph 1, of the Companies Act. The limit of liability under such agreement shall be the higher of the following predetermined amounts: ¥10 million or the minimum liability amount stipulated by laws and ordinances.

10. Kikkoman has concluded a compensation agreement as stipulated in Article 430, Paragraph 2, Item 1, of the Companies Act with all its directors and audit & supervisory board members, and compensates for cost in Paragraph 2, Item 1, and loss in Paragraph 2, Item 2, within the scope specified by laws and regulations. However, Kikkoman has taken measures so that the agreement will not impair the appropriateness of the execution of duties of the indemnitees, such as setting a condition that a final and binding judgment or judicial settlement (including whatever that is acknowledged by Kikkoman as having procedural guarantees equivalent to them) must be reached in order to compensate for loss in Paragraph 2, Item 2. In the case that the reappointment of each candidate is approved at this ordinary general meeting of shareholders, Kikkoman plans to maintain the compensation agreement with each candidate.
11. Kikkoman has concluded a contract of Directors and Officers Liability Insurance with an insurance company, as stipulated in Article 430-3, Paragraph 1, of the Companies Act, with the directors, audit & supervisory board members, corporate officers, etc. of Kikkoman and its subsidiaries as insured persons. Kikkoman pays all insurance premiums, including special contract premiums. The insurance contract compensates for damage that may be caused by the insured persons' taking responsibilities in relation to the execution of their duties or receiving a claim in relation to the pursuit of their responsibilities. Kikkoman renews the contract every year. However, there are certain grounds for exemption. For example, damage is not compensated if it is caused by an act of the insured person who recognizes the illegality of the act. In the case that the appointment of each candidate is approved at this ordinary general meeting of shareholders, each candidate will be insured by the insurance under the contract. We plan to renew the contract on the same terms and conditions at the next contract renewal.
12. Kikkoman has registered the seven current candidates for Outside Director (Toshihiko Fukui, Takeo Inokuchi, Masako Iino, Shinsuke Sugiyama, Nobuhiro Endo, Arthur M. Mitchell, and Hiroko Kuniya) as "Independent Directors/Audit & Supervisory Board Member" of Kikkoman on the Tokyo Stock Exchange. Mr. Inokuchi, a candidate for Outside Director, is an Honorary Advisor to Mitsui Sumitomo Insurance Co., Ltd., with which the Kikkoman Group has transactions of nonlife insurance. However, the value of such transactions account for less than 2% of the consolidated revenue of Mitsui Sumitomo Insurance Co., Ltd; therefore, Mr. Inokuchi satisfies the independence criteria for Outside Directors prescribed by Kikkoman (please refer to page 19 "Independence Criteria for Outside Directors/Audit & Supervisory Board Members").
Mr. Nobuhiro Endo is Executive Advisor of NEC Corporation, with which the Kikkoman Group has system-related and other transactions. However, these transactions account for less than 2% of the consolidated revenue of NEC Corporation; therefore, Mr. Nobuhiro Endo satisfies the independence criteria for Outside Directors prescribed by Kikkoman (please refer to page 19 "Independence Criteria for Outside Directors/Audit & Supervisory Board Members").
13. Mr. Nobuhiro Endo, who is a candidate for Outside Director, is an outside director of Tokio Marine Holdings, Inc. Tokio Marine & Nichido Fire Insurance Co., Ltd., which is a subsidiary of Tokio Marine Holdings, Inc., received a business improvement order from the Financial Services Agency on December 26, 2023, based on the Insurance Business Act, for the reason that the agency recognized acts that are believed to be violating the Antimonopoly Act, improper acts in light of the purpose of the law, and problems in the insurance company's attitudes that are the background of the acts. Mr. Nobuhiro Endo did not recognize these facts beforehand and usually made recommendations to the board of directors, etc. from the perspectives of enhancing internal control, legal compliance, etc. Since he recognized the facts, Mr. Nobuhiro Endo has been fulfilling his responsibilities by instructing thorough investigation, an analysis of the root cause, and the development of recurrence prevention measures, etc.
14. Mr. Arthur M. Mitchell, who is a candidate for Outside Director, was an outside director of Sumitomo Mitsui Financial Group, Inc. and its subsidiary, SMBC Nikko Securities Inc. from 2015 to June 2023. In October 2022, SMBC Nikko Securities Inc. was subject to an administrative action by the Financial Services Agency based on the Financial Instruments and Exchange Act in connection with a violation of Article 159, Paragraph 3 of the Financial Instruments and Exchange Act (illegal stabilizing transactions) by former officers and employees of SMBC Nikko Securities Inc. In February 2023, SMBC Nikko Securities Inc. was convicted by the Tokyo District Court and the conviction was conclusive. In October 2022, SMBC Nikko Securities Inc. was subject to an administrative action by the Financial Services Agency under the Financial Instruments and Exchange Act in connection with the transfer of private information between officers and employees of SMBC Nikko Securities Inc. and Sumitomo Mitsui Banking Corporation, a subsidiary of Sumitomo Mitsui Financial Group, Inc. Sumitomo Mitsui Financial Group, Inc. and Sumitomo Mitsui Banking Corporation received a Collection of Reports order from the Financial Services Agency under the Financial Instruments and Exchange Act and the Banking Act with respect to the same incident. Although Mr. Arthur M. Mitchell did not recognize these incidents, he has consistently emphasized the importance of legal compliance, ensuring the appropriateness of operations, and risk management at meetings of the board of directors, relevant committees, etc., and has made recommendations for their thorough implementation. Since the discovery of the incident, he has promoted efforts to formulate and implement effective preventive measures and initiatives to further strengthen the SMBC Group's legal compliance and internal control systems and to foster a sound corporate culture through discussions at meetings of the board of directors and other relevant committees.

Item 3: To Elect One (1) Audit & Supervisory Board Member

The terms of office of Mr. Toru Kajikawa, Audit & Supervisory Board Member, will expire at the close of this ordinary general meeting of shareholders. Therefore, Kikkoman proposes the new appointment of one (1) Audit & Supervisory Board Member.

This proposal is presented to this meeting with prior consent of the Audit & Supervisory Board.

The candidate for Audit & Supervisory Board Member is as follows:

No.	Name (Date of Birth)	Summarized Biography, Position, and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
1	Mr. Takashi Nagata (February 28, 1958) New Outside Independent	March 1990 Registered as a certified public accountant July 1995 Joined Deloitte Touche Tohmatsu LLC November 2013 Acting Chief Executive Officer, Deloitte Touche Tohmatsu LLC November 2015 Chairman of the Board, Deloitte Touche Tohmatsu LLC November 2015 Chairman of the Board, Deloitte Tohmatsu Group June 2018 Chief Executive Officer, Deloitte Tohmatsu Group June 2022 Senior partner, Deloitte Tohmatsu Group (Significant Positions Concurrently Held) Outside Director, Tokyo Electric Power Company Holdings, Inc.	— shares
	Reason for the nomination as a candidate for outside Audit & Supervisory Board Member: Mr. Takashi Nagata is a candidate for outside Audit & Supervisory Board Member. Kikkoman selected him as a candidate for outside Audit & Supervisory Board Member because it expects him to supervise the execution of duties by its directors based on his extensive experience and broad knowledge as a certified accountant.		

Note:

- The candidate does not have any special conflict of interest in their relationship with Kikkoman.
- In the case that the election of the candidate for outside Audit & Supervisory Board Member, Mr. Takashi Nagata, is approved at this ordinary general meeting of shareholders, Kikkoman will enter into the agreement with him to limit his liability to Kikkoman as stipulated in Article 423, Paragraph 1, of the Companies Act. The limit of liability under such agreement shall be the higher of the following predetermined amounts: ¥10 million or the minimum liability amount stipulated by laws and ordinances.
- Kikkoman has concluded a compensation agreement as stipulated in Article 430, Paragraph 2, Item 1, of the Companies Act with all its directors and audit & supervisory board members, and compensates for cost in Paragraph 2, Item 1, and loss in Paragraph 2, Item 2, within the scope specified by laws and regulations. However, Kikkoman has taken measures so that the agreement will not impair the appropriateness of the execution of duties of the indemnitees, such as setting a condition that a final and binding judgment or judicial settlement (including whatever that is acknowledged by Kikkoman as having procedural guarantees equivalent to them) must be reached in order to compensate for loss in Paragraph 2, Item 2. In the case that the election of the candidate for outside Audit & Supervisory Board Member, Mr. Takashi Nagata, is approved at this ordinary general meeting of shareholders, Kikkoman will enter into the compensation agreement with him.
- Kikkoman has concluded a contract of Directors and Officers Liability Insurance with an insurance company as stipulated in Article 430-3, Paragraph 1, of the Companies Act, with the directors, audit & supervisory board members, corporate officers, etc. of Kikkoman and its subsidiaries as insured persons. Kikkoman pays all insurance premiums, including special contract premiums. The insurance contract compensates for damage that may be caused by the insured persons' taking responsibilities in relation to the execution of their duties or receiving a claim in relation to the pursuit of their responsibilities. Kikkoman renews the contract every year. However, there are certain grounds for exemption. For example, damage is not compensated if it is caused by an act of the insured person who recognizes the illegality of the act. In the case that the candidate for outside Audit & Supervisory Board Member, Mr. Takashi Nagata, is approved at this ordinary general meeting of shareholders, he will be insured by the insurance under the contract. We plan to renew the contract on the same terms and conditions at the next contract renewal.
- In the case that the election of Mr. Takashi Nagata, who is a candidate for outside Audit & Supervisory Board Member, is approved at this ordinary general meeting of shareholders, Kikkoman will register her as an "Independent Director" of Kikkoman on the Tokyo Stock Exchange. Mr. Takashi Nagata, a candidate for outside Audit & Supervisory Board Member, was a senior partner of Deloitte Tohmatsu Group, but he had already withdrawn from the office in May 2023. The Kikkoman Group has transactions with Deloitte Tohmatsu Group for consulting services. However, these transactions account for 2% or less of Deloitte Tohmatsu Group's consolidated revenues and meet the independence criteria for outside officers of Kikkoman (please refer to page 19 "Independence Criteria for Outside Directors/Audit & Supervisory Board Members").

Item 4: To Elect One (1) Substitute Audit & Supervisory Board Member

Kikkoman proposes to elect one (1) Substitute Audit & Supervisory Board Member in case the number of Audit & Supervisory Board Members becomes less than the necessary number of Audit & Supervisory Board Members stipulated by laws and ordinances, given that the term of office of Kenichi Kanbe, who was elected as Substitute Audit & Supervisory Board Member at the ordinary general meeting of shareholders held on June 24, 2025, is to expire at the beginning of this ordinary general meeting of shareholders.

This proposal is presented to this meeting with prior consent of the Audit & Supervisory Board.

The candidate for Substitute Audit & Supervisory Board Member is as follows:

Name (Date of Birth)	Summarized Biography, Position and Business in Charge in Kikkoman	Number of Kikkoman Shares Held
Mr. Kenichi Kanbe (March 15, 1966) Outside Independent	April 1988 Joined Deloitte Touche Tohmatsu LLC September 1991 Registered as a certified public accountant April 1993 Joined Grant Thornton Taiyo LLC April 1988 Admitted to the bar (Dai-Ichi Tokyo Bar Association) May 2002 Partner, Daiichi-Cho Law Office (incumbent) (Significant Positions Concurrently Held) Partner, Daiichi-Cho Law Office	— shares
Reason for the nomination as a candidate for Substitute Audit & Supervisory Board Member: Mr. Kenichi Kanbe is a candidate for Substitute Audit & Supervisory Board Member for the Outside Audit & Supervisory Board Members. Kikkoman chose him as a candidate for Substitute Audit & Supervisory Board Member because it expects him to supervise the execution of duties by its directors based on his extensive experience and broad knowledge as a lawyer and certified public accountant.		

Note:

1. The candidate does not have a special interest relationship with Kikkoman.
2. In case candidate Kazuyoshi Endo is appointed as an Outside Audit & Supervisory Board Member and takes office, Kikkoman will enter into an agreement with him to limit his liability to Kikkoman as stipulated in Article 423, Paragraph 1, of the Companies Act. The limit of liability under such agreement shall be the higher of the following predetermined amounts: ¥10 million or the minimum liability amount stipulated by laws and ordinances.
3. Kikkoman has concluded a compensation agreement as stipulated in Article 430, Paragraph 2, Item 1, of the Companies Act with all its directors and audit & supervisory board members, and compensates for cost in Paragraph 2, Item 1, and loss in Paragraph 2, Item 2, within the scope specified by laws and regulations. However, Kikkoman has taken measures so that the agreement will not impair the appropriateness of the execution of duties of the indemnitees, such as setting a condition that a final and binding judgment or judicial settlement (including whatever that is acknowledged by Kikkoman as having procedural guarantees equivalent to them) must be reached in order to compensate for loss in Paragraph 2, Item 2. In the case that candidate Kazuyoshi Endo is appointed as an Outside Audit & Supervisory Board Member and takes office, Kikkoman will enter into a similar compensation agreement with him.
4. Kikkoman has concluded a contract of Directors and Officers Liability Insurance with an insurance company as stipulated in Article 430-3, Paragraph 1, of the Companies Act, with the directors, audit & supervisory board members, corporate officers, etc. of Kikkoman and its subsidiaries as insured persons. Kikkoman pays all insurance premiums, including special contract premiums. The insurance contract compensates for damage that may be caused by the insured persons' taking responsibilities in relation to the execution of their duties or receiving a claim in relation to the pursuit of their responsibilities. Kikkoman renews the contract every year. However, there are certain grounds for exemption. For example, damage is not compensated if it is caused by an act of the insured person who recognizes the illegality of the act. In the case that the candidate for Substitute Outside Audit & Supervisory Board Member is appointed as an Outside Audit & Supervisory Board Member and takes office, the candidate will be insured by the insurance under the contract
5. In the case that candidate Kenichi Kanbe is appointed as an Outside Audit & Supervisory Board Member and takes office, Kikkoman will register him as an "Independent Director/ Audit & Supervisory Board Member" of Kikkoman on the Tokyo Stock Exchange.

For Your Reference:

Independence Criteria for Outside Directors/Audit & Supervisory Board Members

Kikkoman has established the criteria for independence of Outside Directors/Audit & Supervisory Board Members to select Outside Directors/Audit & Supervisory Board Members who are independent and have no interest relationship with Kikkoman. Kikkoman has registered all Outside Directors and Outside Audit & Supervisory Board Members as "Independent Directors/Audit & Supervisory Board Members" of Kikkoman in the Tokyo Stock Exchange. Kikkoman's criteria for independence of Outside Directors/Audit & Supervisory Board Members stipulate that an Outside Director/Audit & Supervisory Board Member shall not fall under any of the following:

- (1) A person who is or was an executive director, executive officer or employee, etc. at a company in the Kikkoman Group;
- (2) A person with a relative within the second-degree kinship (hereinafter referred to as a "Close Relative") who is or was at any point in the past five (5) years an executive director, executive officer or employee, etc. at a company in the Kikkoman Group;
- (3) A person who is an executive director, executive officer or employee, etc. at a company that is engaged in transactions with the Kikkoman Group and Kikkoman's consolidated net sales from such company constitute 2% or more of the consolidated revenue of Kikkoman in the current business year or any of the past three (3) business years;
- (4) A person who is an executive director, executive officer or employee, etc. of a company that is engaged in transactions with the Kikkoman Group companies and Kikkoman's consolidated net sales from such company constitute 2% or more of the consolidated revenue of such company in the current business year or any of the past three (3) business years;
- (5) An expert providing professional services, such as a consultant, accountant, lawyer, etc. who receives or has received compensation of ¥10 million or more per year from the Kikkoman Group companies in the current business year or either of the past three (3) business years;
- (6) A professional service provider that is a member of a corporation, association, or other organization that has received payments from the Kikkoman Group company in excess of 2% of the organization's consolidated sales or consolidated revenues in the current term or in the last three years.
- (7) (i) A person who directly or indirectly holds 10% or more of the total voting rights of Kikkoman or (ii) a director, audit & supervisory board member, accounting advisor, executive officer or employee, etc. of a company which directly or indirectly holds 10% or more of the total voting rights of Kikkoman;
- (8) A director, audit & supervisory board member, accounting advisor, executive officer, or employee, etc. of a company of which 10% or more of the total voting rights are directly or indirectly held by the Kikkoman Group companies;
- (9) An executive director or other person who is engaged in the execution of business of an organization that receives or received donations or grants of more than ¥10 million per year from the Kikkoman Group companies either in the current business year or on average over the past three (3) business years;
- (10) An executive director or other person engaged in the execution of business of an organization that receives donations or grants exceeding 30% of its total annual revenue from the Kikkoman Group companies;
- (11) A director, audit & supervisory board member, officer or employee, etc. of a company to which Kikkoman dispatches a director or audit & supervisory board member and vice versa;
- (12) Other person who has any important interest relationship with Kikkoman; or
- (13) A Close Relative of the person described in the above (3), (4), (5), (6), (7), (8), (9) or (10).

Consolidated Financial Statements

Consolidated Statement of Financial Position

(As of March 31, 2026)

(Millions of yen)

Items	Amount	Items	Amount
Assets		Liabilities and Equity	
Current assets	348,900	Liabilities	
Cash and cash equivalent	111,770	Current liabilities	106,011
Trade and other receivables	90,640	Trade and other payables	72,002
Inventories	110,358	Short-term borrowings and current portion of long-term borrowings	4,217
Other financial assets	23,172	Short-term lease liabilities	8,282
Other current assets	12,958	Income tax payable	5,886
Non-current assets	402,760	Other financial liabilities	557
Property, plant and equipment	242,056	Other current liabilities	15,064
Investment properties	9,485	Non-current liabilities	76,807
Right-of-use assets	38,349	Long-term borrowings	14,000
Goodwill	3,261	Long-term lease liabilities	34,930
Intangible assets	7,626	Deferred tax liabilities	15,891
Investments in associates accounted for using the equity method	7,367	Employee defined benefit liabilities	3,464
Other financial assets	80,628	Other financial liabilities	4,023
Employee defined benefit assets	10,429	Other non-current liabilities	4,497
Deferred tax assets	3,376	Total liabilities	182,818
Other non-current assets	177	Equity	
Total assets	751,660	Share capital	11,599
		Capital surplus	14,195
		Retained earnings	450,328
		Treasury stock	(52,710)
		Other components of equity	137,512
		Total equity attributable to owners of the parent	560,924
		Non-controlling interests	7,917
		Total equity	568,841
		Total liabilities and equity	751,660

Consolidated Statements of Profit or Loss

(April 1, 2025 to March 31, 2026)

(Millions of yen)

Items	Amount
Revenue	745,539
Cost of sales	492,926
Gross profit	252,613
Selling, general and administrative expenses	173,101
Business profit	79,512
Other income	2,778
Other costs	6,350
Operating profit	75,940
Finance income	12,082
Finance costs	4,369
Share of profit of associates accounted for using the equity method	415
Profit before income taxes	84,069
Income taxes	21,910
Profit for the year	62,158
Profit for the year attributable to:	
Owners of the parent	61,615
Non-controlling interests	542
Profit for the year	62,158

Consolidated Statements of Changes in Equity

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Equity attributable to owners of the parent					
	Share capital	Capital surplus	Retained earnings	Treasury stock	Other components of equity	
					Exchange differences on translation of foreign operations	Cash flow hedges
Balance at beginning of the period	11,599	13,860	415,215	(31,808)	76,138	7
Profit for the year			61,615			
Other comprehensive income (loss)					31,988	155
Total comprehensive income (loss)	—	—	61,615	—	31,988	155
Purchase of treasury stock				(20,952)		
Disposal of treasury stock		0		0		
Share-based payment transactions		334		49		
Dividends			(23,501)			
Transfer from other components of equity to retained earnings			(3,001)			
Transfer to non-financial assets						(106)
Total transactions with owners of the parent	—	334	(26,502)	(20,902)	—	(106)
Balance at end of the period	11,599	14,195	450,328	(52,710)	108,126	56

	Equity attributable to owners of the parent				Non-controlling interests	Total equity
	Other components of equity			Total		
	Net change in fair value of financial assets measured at FVOCI	Remeasurements of defined benefit plans	Total			
Balance at beginning of the period	23,527	—	99,672	508,539	7,510	516,049
Profit for the year			—	61,615	542	62,158
Other comprehensive income (loss)	7,892	(5,092)	34,944	34,944	223	35,167
Total comprehensive income (loss)	7,892	(5,092)	34,944	96,559	766	97,326
Purchase of treasury stock			—	(20,952)		(20,952)
Disposal of treasury stock			—	0		0
Share-based payment transactions			—	384		384
Dividends			—	(23,501)	(359)	(23,860)
Transfer from other components of equity to retained earnings	(2,091)	5,092	3,001	—		—
Transfer to non-financial assets			(106)	(106)		(106)
Total transactions with owners of the parent	(2,091)	5,092	2,895	(44,175)	(359)	(44,534)
Balance at end of the period	29,328	—	137,512	560,924	7,917	568,841

Non-Consolidated Financial Statements

Non-consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Items	Amount	Items	Amount
Assets		Liabilities	
Current assets	147,492	Current liabilities	178,486
Cash and deposits	81,718	Accounts payable - trade	668
Accounts receivable - trade	45,574	Short-term loans payable	170,953
Supplies	87	Current portion of long-term loans payable	400
Prepaid expenses	394	Lease obligations	22
Short-term loans receivable from subsidiaries and associates	16,447	Accounts payable - other	3,140
Other	3,273	Accrued expenses	486
Allowance for doubtful accounts	(3)	Accrued income taxes	635
		Deposits received	134
Noncurrent assets	185,404	Provision for bonuses	1,014
Property, plant and equipment	19,079	Provision for directors' bonuses	150
Buildings	9,369	Other	880
Structures	403		
Machinery and equipment	102	Noncurrent liabilities	30,518
Vehicles	2	Long-term loans payable	14,000
Tools, furniture and fixtures	1,296	Lease obligations	27
Land	7,735	Deferred tax liabilities	10,723
Leased assets	45	Provision for retirement benefits	2,002
Construction in progress	121	Provision for directors' retirement benefits	430
Intangible assets	602	Provision for loss on business of subsidiaries and associates	1,261
Patent	111	Provision for directors' stock compensation	480
Software	485	Other	1,591
Other	4	Total liabilities	209,004
Investments and other assets	165,723	Net assets	
Investment securities	66,326	Shareholders' equity	99,079
Shares of subsidiaries and associates	75,448	Share capital	11,599
Investments in capital of subsidiaries and associates	4,255	Capital surplus	21,518
Long-term loans receivable from employees	68	Legal capital surplus	21,192
Long-term loans receivable from subsidiaries and associates	15,913	Other capital surplus	326
Claims provable in rehabilitation and other	0	Retained earnings	118,327
Prepaid pension cost	3,652	Legal retained earnings	2,899
Other	1,311	Other retained earnings	115,427
Allowance for doubtful accounts	(1,252)	Employee welfare fund	10
		Employees' retirement benefits allowance	50
		R&D fund	50
		Reserve for dividends	420
		Tax reserve	362
		Reserve for advanced depreciation of noncurrent assets	1,088
		Reserve for special depreciation	22
		Retained earnings brought forward	113,424
		Treasury stock	(52,366)
		Valuation and translation adjustments	24,813
		Valuation difference on available-for-sale securities	24,813
Total assets	332,897	Total net assets	123,893
		Total liabilities and net assets	332,897

Non-Consolidated Statement of Income

(April 1, 2025 to March 31, 2026)

(Millions of yen)

Items	Amount	
Net sales		
Dividends from subsidiaries and associates	46,676	
Revenues from group management services	14,004	
Rent income of real estate	526	
Other sales	6,332	67,539
Cost of sales		
Cost of purchased goods	4,907	
Total	4,907	
Transfer to other account	13	
Cost of real estate rent	279	5,172
Gross profit		62,366
Selling, general and administrative expenses		
Selling expenses	922	
General and administrative expenses	17,456	18,378
Operating profit		43,988
Non-operating income		
Interest income	2,596	
Dividends income	1,303	
Royalty income	483	
Rent income	594	
Gain on investments in investment partnerships	2,260	
Foreign exchange gains	472	
Other	438	8,150
Non-operating expenses		
Interest expenses	4,286	
Rent expenses	263	
Provision of allowance for doubtful accounts	352	
Loss on retirement of noncurrent assets	48	
Loss on investments in investment partnerships	10	
Other	1,098	6,059
Ordinary profit		46,079
Extraordinary income		
Gain on sales of property, plant and equipment	43	
Gain on sales of investment securities	2,941	2,984
Extraordinary loss		
Loss on valuation of stocks of subsidiaries and associates	92	
Loss on liquidation of subsidiaries and associates	0	
Loss on valuation of golf membership	3	96
Profit before income taxes		48,967
Income taxes - current	580	
Income taxes - deferred	699	1,280
Profit		47,687