

Takasago International Corporation

Briefing on Results for the 1st Half of the Term Ending March 2026

2025.11.26

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I. Business Overview (Highlights)

Business Overview for FY2025 2Q

【FY2025 2Q】 Business Environment

- The prices of major raw materials remained stable at levels roughly in line with the initial assumptions
- Stable sales of beverage flavor in Japan. For overseas, the shipments of beverage flavor and fabric-care fragrance remained solid in Southeast Asia and China
- Fine Chemical is enhancing its quality management system in collaboration with major clients, resulting in the postponement of shipments of pharmaceutical intermediates overseas
- Overall shipments decreased in our US subsidiary because delivery backlog was cleared in the previous year
- Fragrance shipments decreased in our French subsidiary due to delivery adjustments upon new ERP system implementation

【FY2025 2Q】 Business performance

[In JPY billion]	FY2024 2Q	FY2025 2Q	FY2025 Full year Plan	Year-on-year change %	Full year Plan Progress	Key Factors Behind Changes
Net Sales	113.6	114.5	230.0	+0.8%	+49.8%	<ul style="list-style-type: none"> • Japan: Increase in flavor shipments for beverages • Asia: Increase of the shipment for beverage flavor and fabric-care fragrance in Southeast Asia and China • Americas: Flavor, fragrance and fine chemical shipments decreased in our US subsidiary
Operating Profit	8.0	6.2	12.5	(22.4%)	+49.7%	<ul style="list-style-type: none"> • Operating profit of Japan dropped due to the decrease of pharmaceutical intermediate shipments to our US subsidiary • Sales decrease in our US subsidiary contributed to the fall of operating profit
Ordinary Profit	6.9	6.7	13.0	(2.4%)	+51.8%	<ul style="list-style-type: none"> • Exchange gains and losses on receivables and payables improved from FY2025 2Q
Net Income attributable to owners of parent	4.9	5.4	11.7	+10.2%	+46.1%	<ul style="list-style-type: none"> • Increase in Gain on sale of investment securities
Average exchange rates USD	152	149	150	(2.4%)	-	
Average exchange rates EUR	165	162	160	(1.5%)	-	

Initiatives to Enhance Market Valuation in FY2025 2Q

【FY2025 2Q】 Enhance market value

PBR

Following the rise in share price, the level recovered to above 1.0 times as of the end of the second quarter.

Investment for Growth

Completion of expansion work for pharmaceutical intermediate production facilities at the Iwata Plant, and land acquisition for the new research laboratory in Kamakura, Japan

Dividends

Year-end dividend forecast raised from ¥24 to ¥28 per share, with a payout ratio of 43% and DOE of 3.4%, exceeding the mid-term plan targets

Stock Split

Implemented a 5-for-1 stock split to create a more accessible investment environment for shareholders.

Disclosure

Enhanced disclosure initiatives, including the introduction of sponsored report, supplementary materials for quarterly earnings presentations and updates to the integrated report.

Dialogue

Engaged primarily with domestic and overseas investors focused on medium- to long-term holdings.

II. Financial Results for the 1st Half of Fiscal Year 2025

Financial Results for FY2025 2Q

[In JPY billion]	FY2024 2Q	FY2025 2Q	FY25 Full- year-Plan May	Year-on-year change %	Full-year Plan Progress
Net Sales	113.6	114.5	230.0	+0.8%	+49.8%
Gross Profit	39.1	37.6	77.7	(3.9%)	+48.4%
Gross Margin	34.4%	32.8%	33.8%	(1.6P)	-
SG&A	31.1	31.4	65.2	+0.8%	+48.1%
SG&A ratio	27.4%	27.4%	28.3%	+0.0P	-
Operating Profit	8.0	6.2	12.5	(22.4%)	+49.7%
Operating Profit Margin	7.0%	5.4%	5.4%	(1.6P)	-
Ordinary Profit	6.9	6.7	13.0	(2.4%)	+51.8%
Ordinary Profit Margin	6.1%	5.9%	5.7%	(0.2P)	-
Net Income attributable to owners of parent	4.9	5.4	11.7	+10.2%	+46.1%
Net Profit Margin	4.3%	4.7%	5.1%	+0.4P	—
Average exchange rates USD	¥152	¥149	¥150	(2.4%)	-
Average exchange rates EUR	¥165	¥162	¥160	(1.5%)	-

Key Factors Behind Changes

Net Sales

- JPY114.5 billion(up 0.8% year-on-year)
 - Japan: Increase in flavor shipments for beverages
 - Asia: Increase of the shipment for beverage flavor and fabric-care fragrance in Southeast Asia and China
 - Americas: Flavor, fragrance and fine chemical shipments decreased in our US subsidiary

Operating Profit

- JPY6.2 billion(down 22.4% year-on-year)
 - Operating profit of Japan dropped due to the decrease of pharmaceutical intermediate shipments to our US subsidiary (for EMEA and US end-customers)
 - Sales decrease in our US subsidiary contributed to the fall of operating profit

Ordinary Profit

- JPY6.7 billion(down 2.4% year-on-year)
 - Exchange gains and losses on receivables and payables improved from FY2025 2Q

Net Income

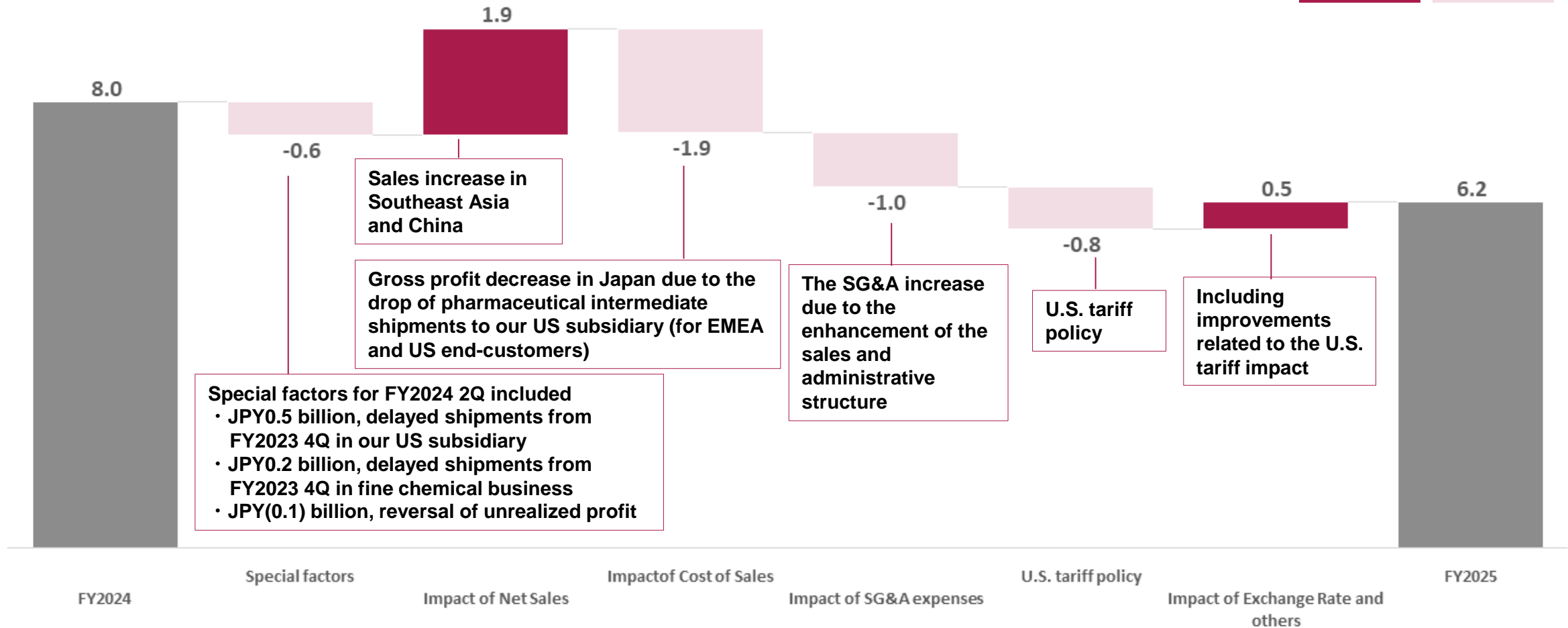
- JPY5.4 billion(up 10.2% year-on-year)
 - Increase in Gain on sale of investment securities

Attribution analysis for operating profit

[In JPY billion]

Increased profit

Decreased profit



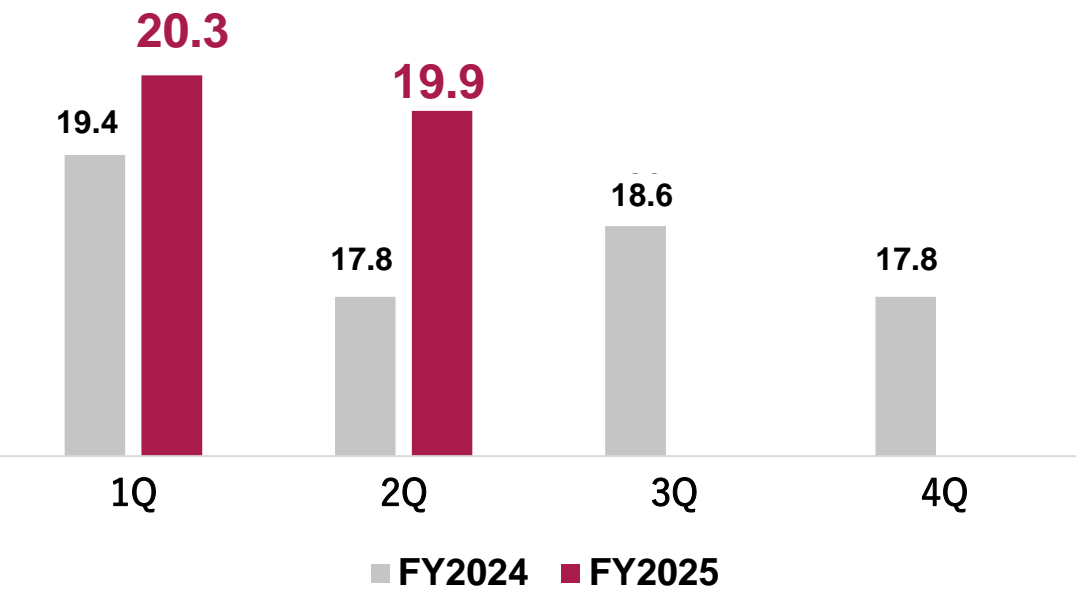
Regional segment

[In JPY billion]		FY24 2Q	FY25 2Q	FY25 FCST May	Change from May	Change % from May	Key Factors Behind Changes
Japan	Net sales	37.2	40.2	73.8	+3.1	+54.5%	<ul style="list-style-type: none"> • Increase in flavor shipments for beverages • Operating profit of Japan dropped due to the decrease of pharmaceutical intermediate shipments to our US subsidiary
	Operating Profit	4.0	0.9	2.5	(3.1)	+33.6%	
Americas	Net sales	33.6	28.9	65.1	(4.6)	+44.4%	<ul style="list-style-type: none"> • Sales decreased due to the drop of pharmaceutical intermediate shipments in our US subsidiary (for EMEA and US end-customers) • Flavor and fragrance shipments decreased in our US subsidiary
	Operating Profit	1.9	1.1	3.0	(0.8)	+36.8%	
EMEA	Net sales	19.6	20.5	40.0	+0.8	+51.1%	<ul style="list-style-type: none"> • Stable performance in flavor and aroma ingredients • Fragrance shipments decreased in our French subsidiary due to delivery adjustments upon new ERP system implementation
	Operating Profit	1.3	1.0	1.7	(0.3)	+59.9%	
Asia-Pacific	Net sales	23.2	24.9	51.1	+1.6	+48.7%	<ul style="list-style-type: none"> • Increase of beverages flavor and fabric-care fragrance in Southeast Asia and China
	Operating Profit	1.9	3.2	5.3	+1.3	+60.4%	
Adjustment amount	Net sales	-	-	-	-	-	<ul style="list-style-type: none"> • In the previous fiscal period, the elimination of unrealized profit increased due to a rise in product inventory at the U.S. subsidiary related to intersegment transactions.
	Operating Profit	(1.0)	0.1	0.0	+1.1	+0.0%	
Total	Net sales	113.6	114.5	230.0	+0.9	+49.8%	
	Operating Profit	8.0	6.2	12.5	(1.8)	+49.7%	

Regional segment: Japan

Net Sales

[In JPY billion]

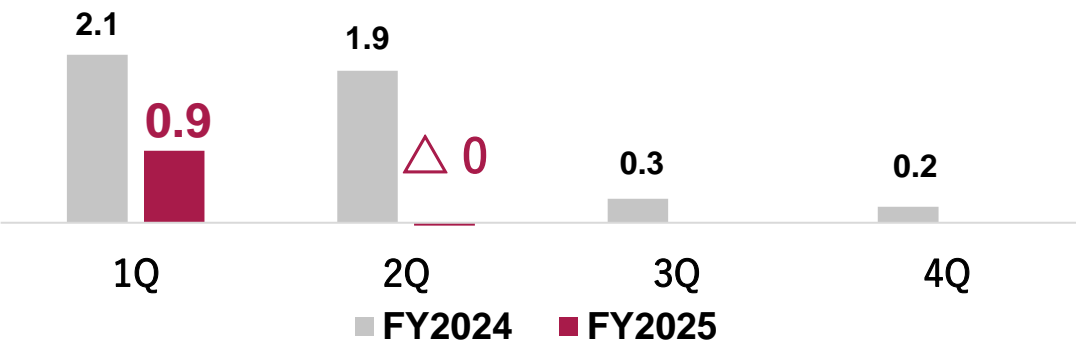


Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: Revenue declined for certain beverage flavors in the Flavor Business due to seasonal factors.
Compared to 2Q of the previous fiscal year: The Flavor Business performed strongly.

Operating Profit

[In JPY billion]



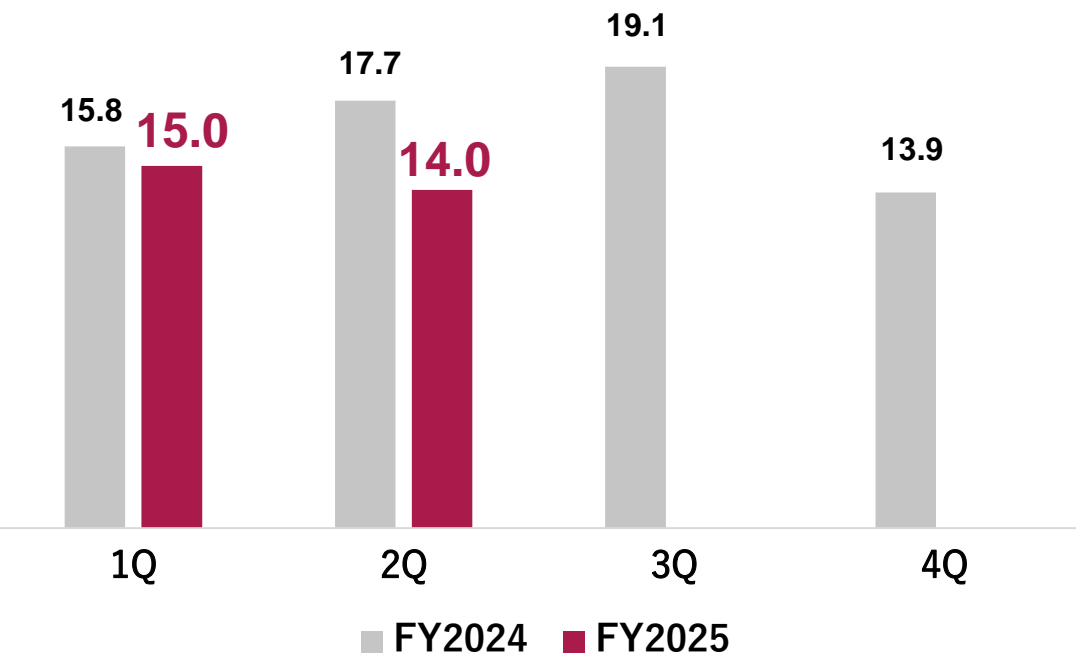
Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: Profit declined in the Aroma Ingredients Business due to reduced operations during the summer holidays in August. Profit declined due to lower sales in the Fine Chemicals Business.
Compared to 2Q of the previous fiscal year: Decline in sales in the Fine Chemicals Business and other factors.

Regional segment: Americas

Net Sales

[In JPY billion]

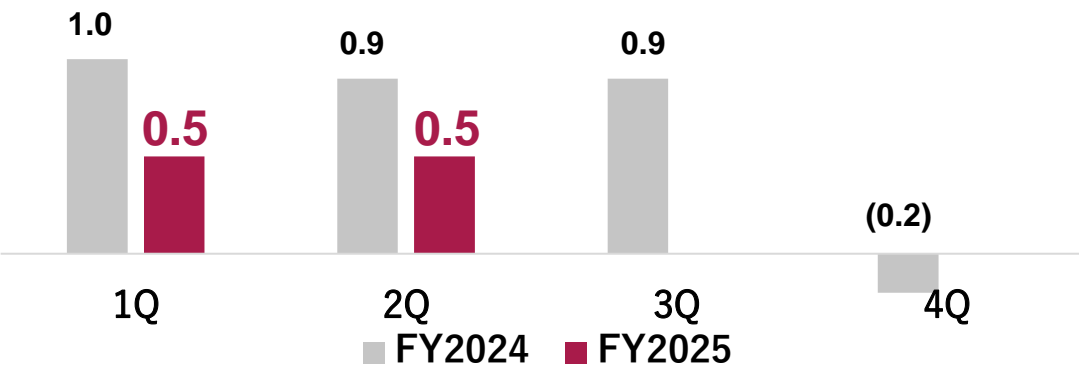


Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: Despite steady performance in the Fragrance Business, revenue declined due to shipment delays of pharmaceutical intermediates overseas.
Compared to 2Q of the previous fiscal year: Revenue declined due to shipment delays of pharmaceutical intermediates overseas and reduced shipments in the Flavor Business.

Operating Profit

[In JPY billion]



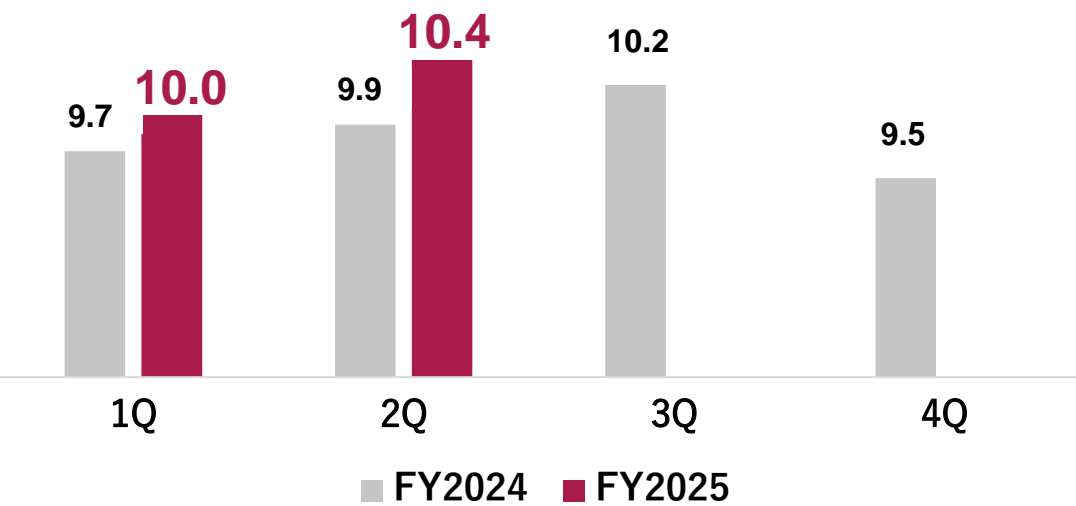
Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: In the Americas, the impact of lower sales on profit in the Fine Chemicals Business was limited due to its role as the distribution and sales channel.
Compared to 2Q of the previous fiscal year: Contribution margin decreased due to lower sales in the Flavor Business.

Regional segment: EMEA

Net Sales

[In JPY billion]

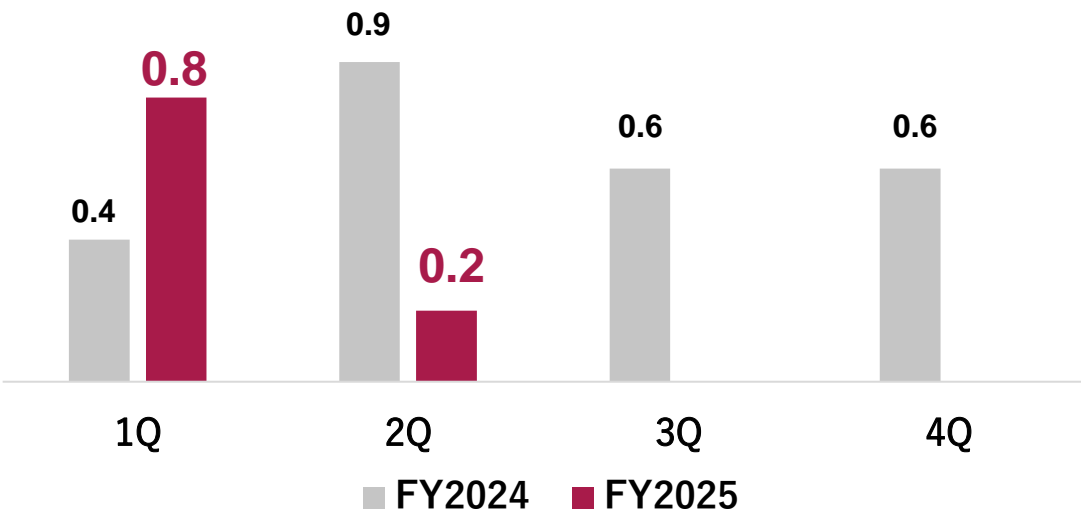


Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: The Flavor Business remained solid.
Compared to 2Q of the previous fiscal year: Same as above.

Operating Profit

[In JPY billion]



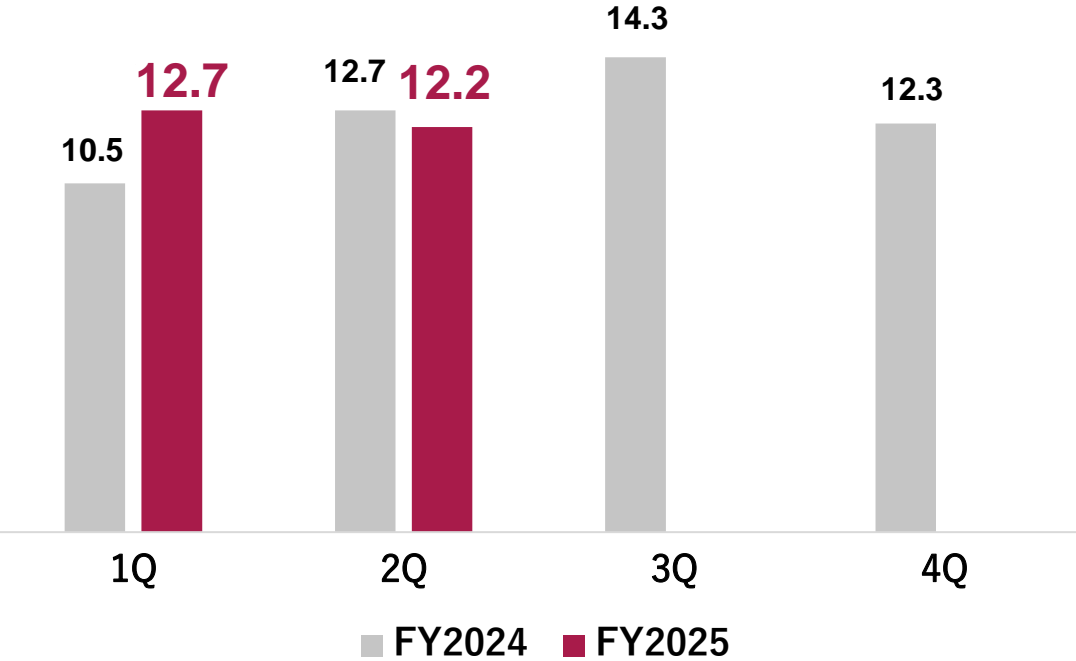
Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: Operating profit decreased due to higher costs associated with the implementation of the new enterprise system and other factors.
Compared to 2Q of the previous fiscal year: Same as above.

Regional segment: Asia

Net Sales

[In JPY billion]

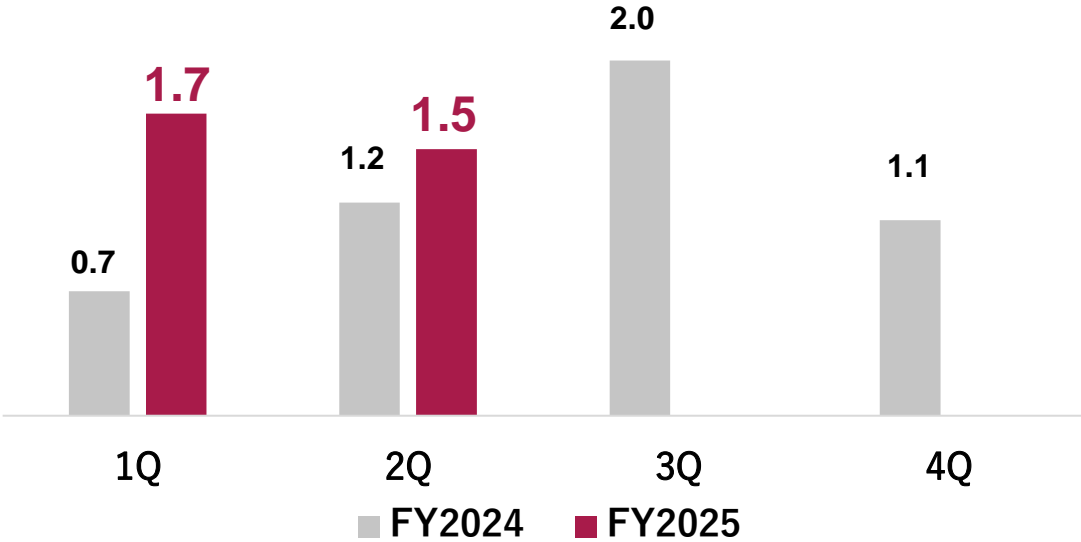


Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: While China remained solid, shipments to certain customers in Southeast Asia declined.
Compared to 2Q of the previous fiscal year: While China remained solid, shipments to certain customers in Southeast Asia declined.

Operating Profit

[In JPY billion]



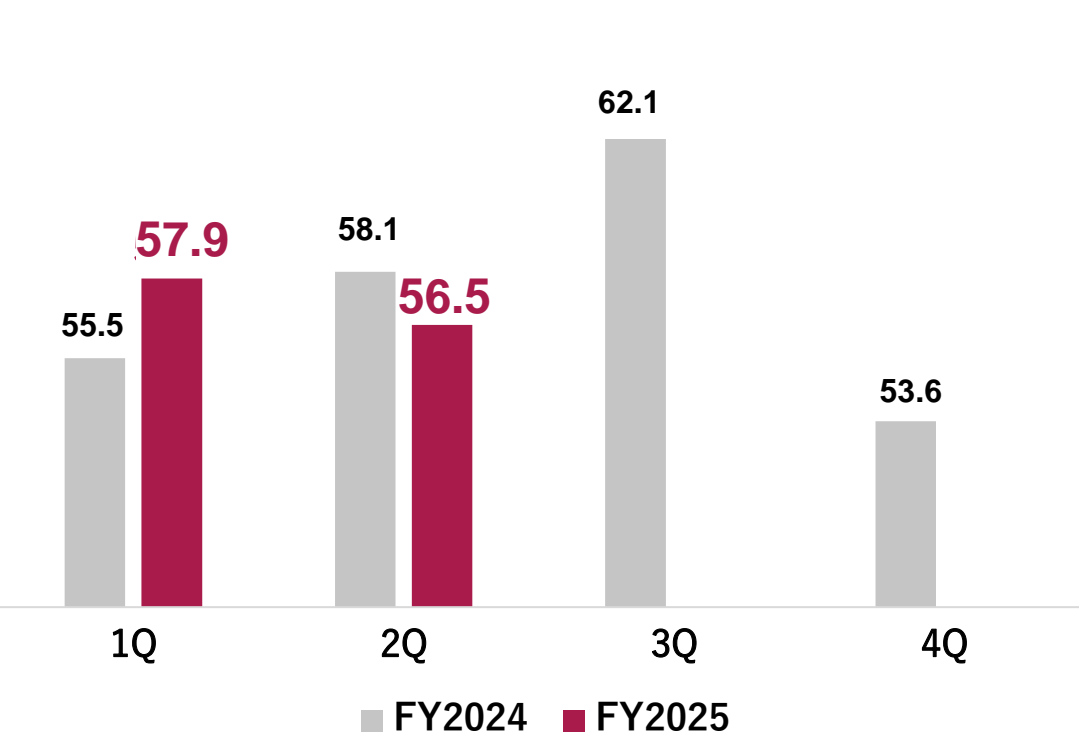
Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: Contribution margin decreased due to lower sales.
Compared to 2Q of the previous fiscal year: Profit margin improved through optimization of product mix, sales prices, and raw materials

Quarterly Financial Results

Net Sales

[In JPY billion]

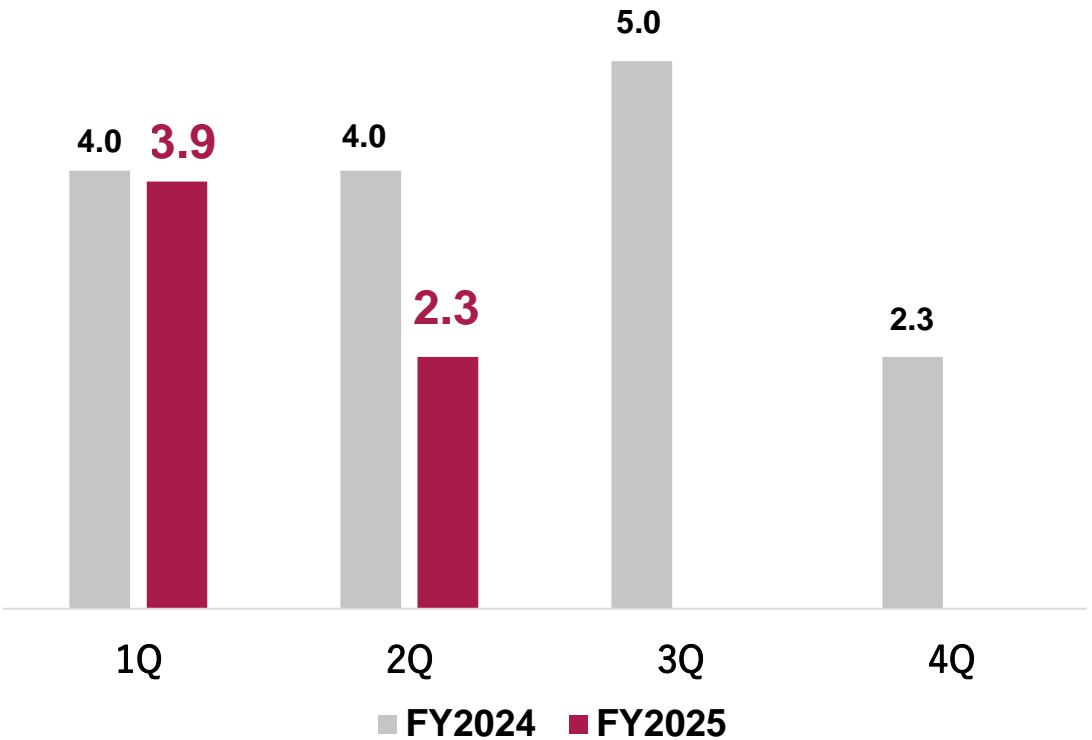


Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: Revenue declined due to shipment delays in the Fine Chemicals Business in the Americas.
Compared to 2Q of the previous fiscal year: Revenue declined due to weak performance in the Americas.

Operating Profit

[In JPY billion]



Key Factors Behind Changes in 2Q

Compared to 1Q of the current fiscal year: Slower performance in Japan's Fine Chemicals and Aroma Ingredients businesses, along with temporary impact from the implementation of a new enterprise system in Europe.
Compared to 2Q of the previous fiscal year: Same as above.

Business segment

[In JPY billion]		FY24 2Q	FY25 2Q	FY25 FCST May	Change from May	Change % from May	Key Factors Behind Changes
Flavor	Net sales	60.7	63.4	123.3	+2.7	+51.4%	<ul style="list-style-type: none"> ● Increase for beverages in Japan, Southeast Asia and China
	Operating Profit	3.0	4.3	6.4	+1.3	+66.0%	
Fragrance	Net sales	36.4	36.3	75.9	(0.1)	+47.8%	<ul style="list-style-type: none"> ● Decrease of shipment in our US subsidiary ● Increased shipments for fabric care products in Asia ● Decrease of shipment in our French subsidiary due to delivery adjustments upon new ERP system implementation
	Operating Profit	0.6	0.6	1.1	(0.0)	+57.3%	
Aroma Ingredients	Net sales	8.0	8.2	15.0	+0.1	+54.4%	<ul style="list-style-type: none"> ● Increase of shipment for Menthol and some other products due to extremely hot summer
	Operating Profit	1.4	1.4	1.7	(0.0)	+79.4%	
Fine Chemicals	Net sales	7.7	5.9	14.4	(1.8)	+41.2%	<ul style="list-style-type: none"> ● Fine Chemical is enhancing its quality management system in collaboration with major clients, resulting in the postponement of shipments of pharmaceutical intermediates overseas
	Operating Profit	2.4	(0.6)	2.2	(3.0)	(27.9%)	
Others	Net sales	0.7	0.7	1.4	(0.0)	+48.9%	<ul style="list-style-type: none"> ● Other revenue consists of lease revenue related to the other real estate business.
	Operating Profit	0.6	0.6	1.1	(0.0)	+52.5%	
Total	Net sales	113.6	114.5	230.0	+0.9	+49.8%	
	Operating Profit	8.0	6.2	12.5	(1.8)	+49.7%	

Financial Results for FY2025 2Q(by Non-Consolidated Business Segment)

[In JPY billion]	Net Sales			Operating Profit		
	FY2024 2Q	FY2025 2Q	Year-on-year Change	FY2024 2Q	FY2025 2Q	Year-on-year Change
F l a v o r	22.5	24.3	+7.9%	(0.2)	0.7	-
F r a g r a n c e	4.3	4.5	+2.8%	(0.4)	(0.6)	-
A r o m a I n g r e d i e n t s	6.4	6.5	+1.2%	1.3	0.6	(54.5)%
F i n e C h e m i c a l s	9.1	3.5	(61.8)%	2.3	(0.8)	(135.5)%
O t h e r s	0.9	0.9	(0.0)%	0.6	0.6	(4.1)%
T o t a l	43.2	39.5	(8.4)%	3.6	0.5	(86.9)%
Key Factors Behind Changes	F l a v o r	Solid performance driven by strong demand in beverages and related categories				
	F r a g r a n c e	Laundry care products performed well; however, profitability remained constrained due to persistently high manufacturing costs.				
	A r o m a I n g r e d i e n t s	Increased procurement costs due to higher prices for certain raw materials.				
	F i n e C h e m i c a l s	Enhancing its quality management system in collaboration with major clients, resulting in the postponement of shipments of pharmaceutical intermediates overseas				
	O t h e r s	Composed primarily of rental income from real estate leasing operations.				

III. Earnings Forecasts for the Fiscal Year 2025

Foreign exchange forecasts

Exchange rate assumption

	FY2024 Full-year Results	FY2025 Full-year Forecast	Year on year Change
USD	¥152	¥148	¥(4)
EUR	¥164	¥168	¥4

Foreign exchange sensitivity

Annual impact of a ¥1 increase or decrease in the value of the JPY versus the USD & EUR

	Net Sales	Operating Profit
USD	± ¥0.6billion	± ¥19million
EUR	± ¥0.3billion	± ¥4million

Earnings Forecasts for FY 2025

[In JPY billion]	FY2024 Results	FY2025 Forecasts (as of 11/2025)	Year-on-year change
Net Sales	229.2	230.0	+0.3%
Operating Profit Operating Profit Margin	15.3 6.7%	12.5 5.4%	(18.5)% (1.3)P
Ordinary Profit	15.3	13.0	(15.1)%
Net Income attributable to owners of parent	13.3	11.7	(12.2)%
EBITDA	23.5	21.5	(8.3)%
ROE	9.8%	8.0%	(1.8)P
Average exchange rates USD	¥152	¥148	¥(4)
Average exchange rates EUR	¥164	¥168	¥4

Key Factors Behind Changes

Net Sales

- Japan: Increase in flavor shipments for beverages
- Asia: Increase of the shipment for beverage flavor and fabric-care fragrance in Southeast Asia and China
- Americas: Flavor, fragrance and fine chemical shipments decreased in our US subsidiary

Operating Profit

- Operating profit of Japan dropped due to the decrease of pharmaceutical intermediate shipments to our US subsidiary
- Sales decrease in our US subsidiary contributed to the fall of operating profit

Ordinary Profit

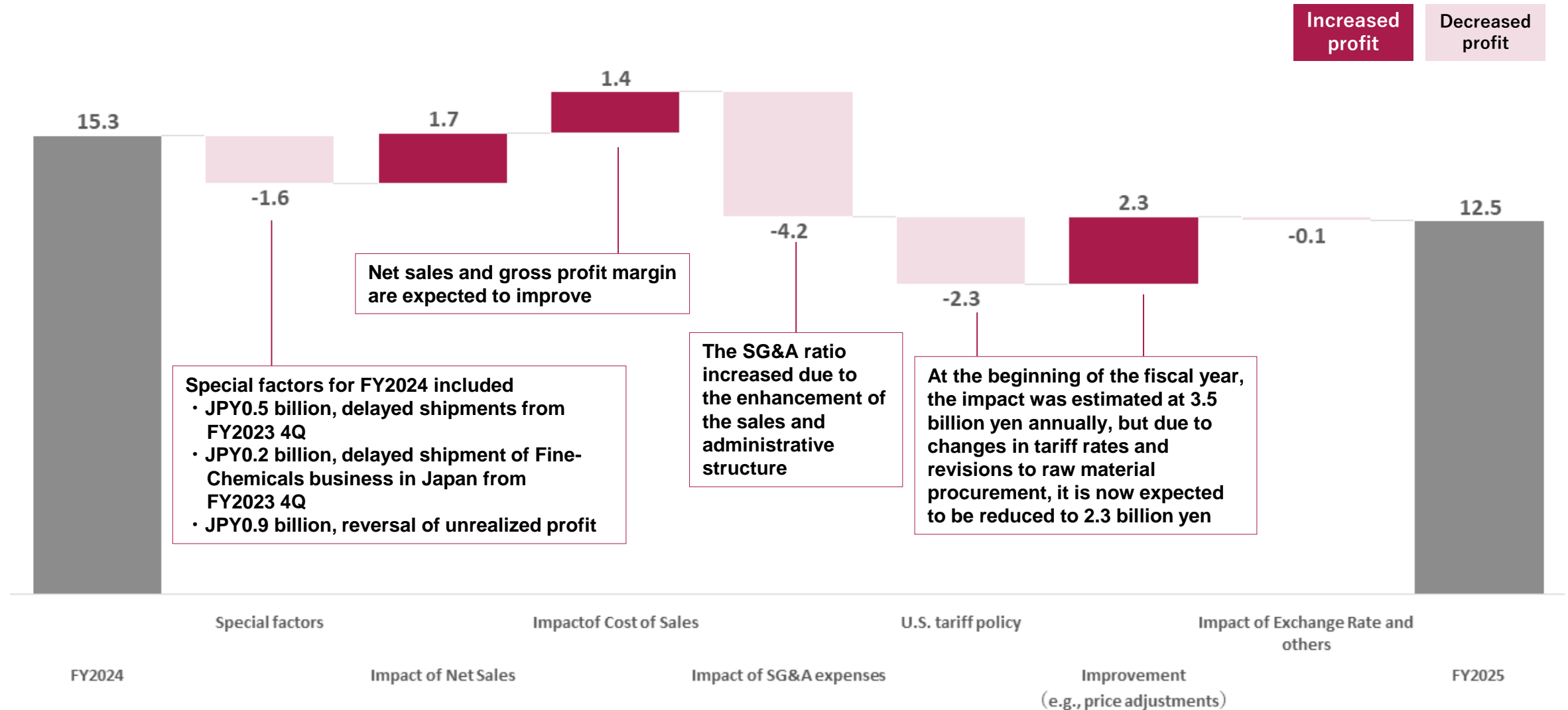
- Exchange gains and losses on receivables and payables improved

ROE

- ROE decreased year-on-year due to a decline in operating profit

Attribution analysis for operating profit

[In JPY billion]



Regional segment

[In JPY billion]	Net Sales			Operating Profit		
	FY2024	FY2025 Forecasts	Year-on-year Change	FY2024	FY2025 Forecasts	Year-on-year Change
J a p a n	73.6	73.8	+0.3%	4.5	2.5	(43.4)%
Americas	66.5	65.1	(2.1)%	2.6	3.0	+15.1%
E M E A	39.3	40.0	+1.8%	2.5	1.7	(32.6)%
A s i a	49.8	51.1	+2.5%	4.9	5.3	+8.0%
Adjustment	-	-	-	0.9	-	-
T o t a l	229.2	230.0	+0.3%	15.3	12.5	(18.5)%
Key Factors Behind Changes	J a p a n	Sales remained solid. Lower exports of pharmaceutical intermediates to Europe and the U.S. led to reduced profits.				
	A m e r i c a s	Shipments declined at the U.S. subsidiary. Subsidiaries in Latin America posted higher profits driven by increased sales				
	E M E A	Increase in sales of flavors and aroma ingredients. Profit declined due to shipment adjustments in fragrances				
	A s i a	Increase in shipments of flavors and fragrances in China. Profit growth mainly driven by improved raw material cost ratio in Southeast Asia				
	A d j u s t m e n t	The ¥0.9 billion for the fiscal year ending March 2025 represents the beginning-of-period reversal of unrealized profit elimination in consolidated financial statements.				

Regional segment (First Half vs. Second Half)

[In JPY billion]	Net Sales			Operating Profit		
	1H FY2025	2H FY2025	Compared to the first half	1H FY2025	2H FY2025	Compared to the first half
J a p a n	40.2	33.6	(16.5)%	0.9	1.6	+93.8%
Americas	28.9	36.2	25.0%	1.1	1.9	+74.6%
E M E A	20.5	19.5	(4.4)%	1.0	0.7	(28.0)%
A s i a	24.9	26.2	+5.4%	3.2	2.1	(35.7)%
Adjustment	-	-	-	0.1	(0.1)	-
T o t a l	114.5	115.5	+0.9%	6.2	6.3	+1.3%
Key Factors Behind Changes	J a p a n	Revenue declined due to lower shipments of flavors and aroma ingredients caused by seasonal factors Profit increased due to exports of pharmaceutical intermediates to EMEA and the U.S.				
	A m e r i c a s	Revenue and profit growth mainly driven by increased fragrance shipments at U.S. and Latin American subsidiaries				
	E M E A	Revenue and profit declined due to shipment adjustments and other factors at the French subsidiary				
	A s i a	Sales remained solid, but profits declined mainly due to higher manufacturing costs				
	A d j u s t m e n t	-				

Business segment

[In JPY billion]	Net Sales			Operating Profit		
	FY2024	FY2025 Forecasts	Year-on-year Change	FY2024	FY2025 Forecasts	Year-on-year Change
F l a v o r	119.8	123.3	+2.9%	5.2	6.4	+23.9%
F r a g r a n c e	74.5	75.9	+1.9%	2.0	1.1	(47.4)%
A r o m a I n g r e d i e n t s	15.7	15.0	(4.4)%	2.6	1.7	(33.5)%
Fine Chemicals	17.8	14.4	(19.3)%	4.4	2.2	(50.9)%
O t h e r s	1.4	1.4	+2.1%	1.2	1.1	(7.0)%
T o t a l	229.2	230.0	+0.3%	15.3	12.5	(18.5)%
Key Factors Behind Changes	F l a v o r	Increased shipments of beverage-related products in Japan and China contributed to higher revenue.				
	F r a g r a n c e	Revenue increased due to higher shipments at subsidiaries in Central and South America and the introduction of the new enterprise system at French subsidiaries.				
	A r o m a I n g r e d i e n t s	Sales remained solid both domestically and internationally, but declined slightly year-on-year. Profit decreased due to the surge in prices of key raw materials.				
	Fine Chemical	Implemented enhanced quality control measures with major customers; shipments of some pharmaceutical intermediates for overseas markets were delayed, resulting in lower revenue.				

Business segment (First Half vs. Second Half)

[In JPY billion]	Net Sales			Operating Profit		
	1H FY2025	2H FY2025	Compared to the first half	1H FY2025	2H FY2025	Compared to the first half
F l a v o r	63.4	59.9	(5.5)%	4.3	2.2	(48.4)%
F r a g r a n c e	36.3	39.6	+9.1%	0.6	0.4	(25.6)%
A r o m a I n g r e d i e n t s	8.2	6.8	(16.2)%	1.4	0.4	(74.0)%
Fine Chemicals	5.9	8.5	+43.0%	(0.6)	2.8	-
O t h e r s	0.7	0.7	+4.4%	0.6	0.5	(9.6)%
T o t a l	114.5	115.5	+0.9%	6.2	6.3	+1.3%
Key Factors Behind Changes	F l a v o r	Shipments declined in Japan due to seasonal factors, while profits decreased mainly because of higher manufacturing costs in Asia				
	F r a g r a n c e	Increase in shipments in the Americas. Profit declined due to shipment adjustments in EMEA and additional depreciation expenses associated with the new enterprise system.				
	A r o m a I n g r e d i e n t s	Shipments of menthol and cooling products declined in Japan due to seasonal factors, resulting in lower revenue and profit.				
	Fine Chemical	Higher revenue and profit driven by increased shipments of pharmaceutical intermediates to EMEA and the Americas.				

Capital investment, Depreciation expenses, R&D expenses

[In JPY billion]	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Forecasts (as of 11/2025)
Capital Investment	8.2	10.5	11.8	13.0
Depreciation Expenses	7.4	7.9	8.1	9.0
Research and Development E x p e n s e s	14.2	15.7	17.7	19.0

Ratio of R&D Expenses to N e t S a l e s	7.6%	8.0%	7.7%	8.3%
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Key Factors B e h i n d C h a n g e s	Capital Investment	Overseas investment increased, primarily due to costs related to the implementation of a new enterprise system at the European subsidiary.
	Depreciation Expenses	Depreciation expenses increased due to the installation of pharmaceutical intermediate production facilities at the Iwata Plant and the launch of new enterprise systems at overseas sites.
	R & D E x p e n s e s	Increased due to workforce expansion at subsidiaries.

IV. Growth Strategy for the Fine Chemicals Division

Evolution and History of the Fine Chemicals Division

Business Milestones

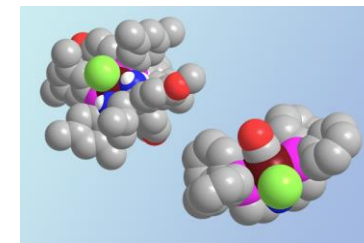
■ Industrialization of L-Menthol Asymmetric Synthesis (Since 1983)

- Catalytic technology (Ruthenium–BINAP)
- Continuous flow technology
- Manufacture of pharmaceutical and agrochemical intermediates utilizing myrcene, the raw material for L-menthol



■ Expansion of Fine Chemicals Business Leveraging Catalytic Technology

- Asymmetric hydrogenation using Ruthenium–BINAP catalyst
Manufacture of chiral pharmaceutical intermediates (Since 1992)
- Coupling reaction technology
Production of functional materials such as OPC (Since 2002)



■ GMP Production of Pharmaceutical Intermediates Using Continuous Flow Technology (Since 2015)

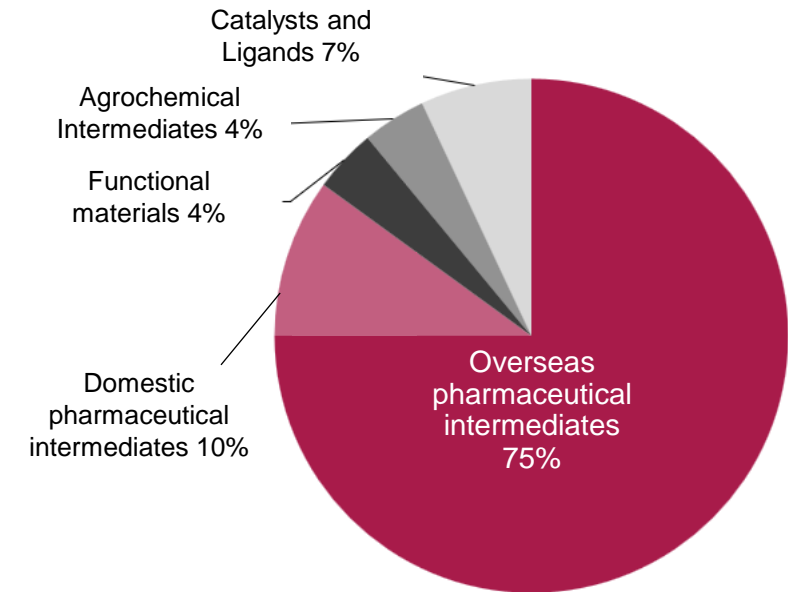


Value Creation and Product Portfolio in the Fine Chemicals Business

Leveraging Synthetic Technologies Originating from Fragrance to Contribute to “Improving Quality of Life” and “Reducing Environmental Impact”

Product Portfolio

- **Pharmaceutical Intermediates:** Final products are innovative pharmaceuticals
We supply intermediates used in the manufacturing of active pharmaceutical ingredients
- **Agrochemical Intermediates:** Final products include pest control and crop protection agents
We supply intermediates used in the manufacturing of agrochemical active ingredients
- **Functional Materials:** Chemical compounds related to imaging for copiers and printers (OPC)
Compounds essential for semiconductor manufacturing (resist monomers)
- **Catalysts and Ligands:** Used in the production of pharmaceuticals, agrochemicals, and functional materials



FY2024

Growth Opportunities in the Pharmaceutical Intermediates Market

Pharmaceutical Intermediates Market

- The global pharmaceutical market continues to grow.
- While diversification of innovative modalities is progressing, the market for small-molecule pharmaceuticals is expanding.
- Expectations for intermediate manufacturing processes:
 - Green sustainable chemistry
 - Continuous flow technology

Differentiation Strategy and Technical Capabilities in the Fine Chemicals Business

Focused Differentiation Strategy: Establish competitive advantage through “Enhancing Customer Value” and “Leveraging Synthetic Technologies”

■ **Enhancing Customer Value : Providing value recognized by customers**

Understanding and solving market-driven and customer-driven (including potential) issues

- Attentive and detailed services
- Supply chain security
- Capability to manage and execute new projects

■ **Synthetic Technologies**

Catalyst Technology: Development of new catalysts, process development utilizing catalysts, catalyst manufacturing and sales

- Contributing to green sustainable chemistry

Continuous Flow Technology: Efficiency, safety, and quality

- Track record of manufacturing over 100MT

Initiatives for Capital Investment to Support Growth in the Fine Chemicals Business

History of Growth Investments

100L PFR
(Kakegawa
Plant)

2013

2014

200L PFR
20L CSTR

New CSTR Building
200L CSTR
30, 50L Continuous
Extraction Equipment

2015

New Product Building
at Plant No. 2

2017

10L, 70L CSTR (LAH
reduction) Continuous
filtration equipment

2018



New Process Development
Research Building

2021

Strengthened catalyst supply system

2022



New Plant No. 1 at Iwata
Factory
Investment amount: ¥8 billion
Purpose: GMP intermediate
manufacturing

2025

PFR: Pipe Flow Reactor

CSTR: Continuous Stirred Tank Reactor

LAH Reduction: Lithium Aluminum Hydride Reduction

Move Forward



Thank you for your kind attention

※Disclaimer:

This presentation material is only to provide information regarding the business contents, strategies, and performance of our corporate group as of November 26th 2025 and not the solicitation of investment on securities issued by the company. The opinions and forecasts contained in this presentation are based on the judgment of our company as of the time of its preparation. We do not guarantee or assure the accuracy or completeness of the information. In addition, the information may be revised without notice.

Investor and Public Relations Department

TEL: +81-3-5744-0523 FAX: +81-3-5744-0512

<https://www.takasago.com/ja>

E-mail: ir@takasago.com

V. Appendix

Corporate Philosophy, Corporate Mission and Vision 2040

Corporate Philosophy

Contributing to Society through Technology

Corporate Mission

Our mission is to
create new value through innovation rooted in kaori
(*kaori*: aroma in Japanese)

Vision 2040

Care for People, Respect the Environment

Our vision is to be:

- 1. proud of our culture of respect, diversity and inclusion**
- 2. in harmony with nature, enriching and bringing well-being to daily life**
- 3. full of hope and ambition, confidently taking on new challenges**
- 4. eager to keep innovating, remaining an indispensable company**

NGP-2 Strategy

Vision 2040





NGP-2

basic policy	Overseas Growth	Improved profitability in Japan	Sustainable Management
Key Success Factors	<ul style="list-style-type: none"> • Business Axis Growth Strategies • Developing new customers • Expansion of Gross Profit • Overseas Supply Chain Optimization • Creation of competitive technology through advanced science 	<ul style="list-style-type: none"> • Gross profit optimization • Cost structure reform • Exploring New Fields • Flavors and Fragrances Pursuit of product production efficiency • Restructuring of Synthetic Business Production System • Domestic Supply Chain Optimization • Creation of competitive technologies through advanced science 	<ul style="list-style-type: none"> • Execution of Sustainability 2030 • Strengthening Corporate Foundation • Maximize the value of human capital • Improvement of business execution • Develop products with an awareness of their contribution to the SDGs

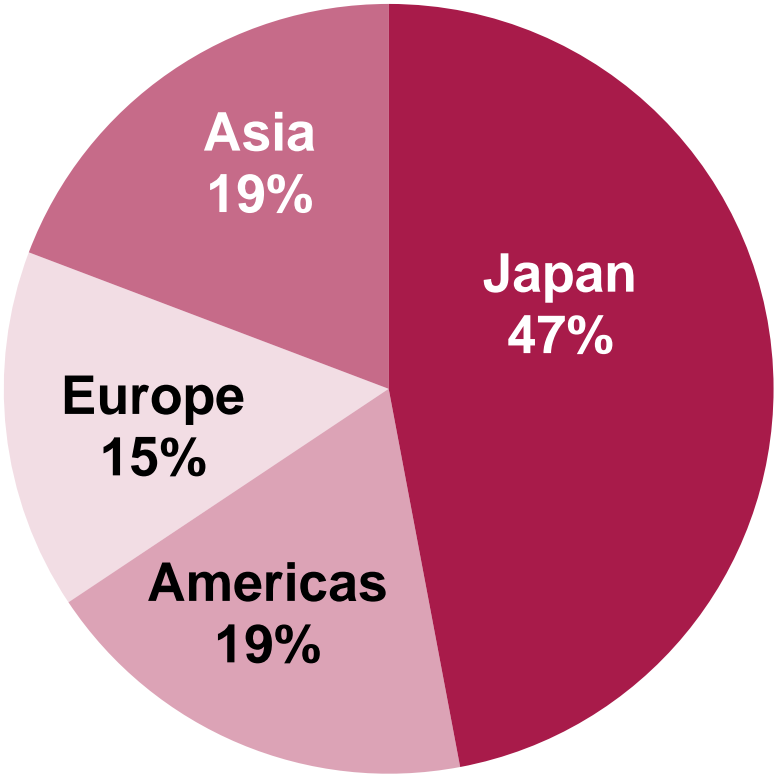
Characteristics of our businesses

	Flavor	Fragrance	Aroma Ingredients	Fine Chemicals
Product application	beverages, confections, soup, dessert, other foods overall	detergents/softeners for apparel, cosmetics, air fresheners, etc.	aroma ingredients (flavors, fragrances)	pharmaceutical intermediates, functional materials, catalysts, agricultural chemical intermediates
Main customers	food product manufacturers	daily necessities manufacturers and cosmetics manufacturers	F&F companies and In-house use	pharmaceutical manufacturers electrical machinery and electronics manufacturers
Competitors	F&F companies (same industry), etc.	F&F companies (same industry), etc.	F&F/chemical manufacturers, natural product markets (menthol)	chemical manufacturers, etc.

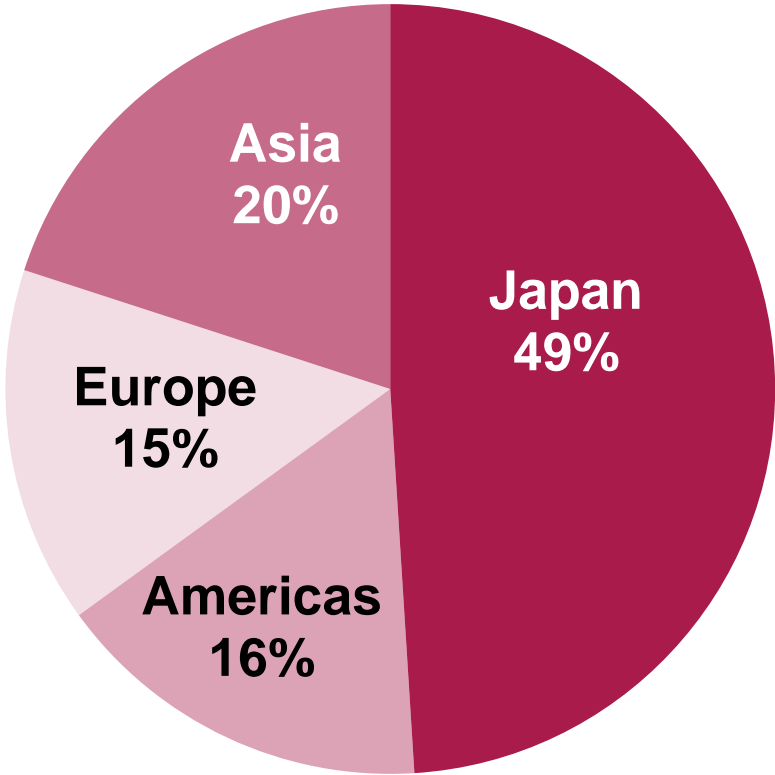
Growth of four businesses

Business	Plan and measures
Flavor 	<ul style="list-style-type: none"> • Acquire new customers and expand business in emerging countries through business strategies and capital and research investments. • Improve profitability through product portfolio optimization. • Strengthen competitiveness through development of materials/products that meet the needs of each region and global collaboration.
Fragrance 	<ul style="list-style-type: none"> • Focus on personal care through intra-group collaboration in human/technical resources and investment in facilities and research. Expand business in emerging countries such as Southeast Asia, Latin America, and India. • Strengthen management capabilities in raw material costs and manufacturing costs. • Strengthen business foundation (human resources, R&D, Consumer Insights & Market Research)
Aroma Ingredients 	<ul style="list-style-type: none"> • Expansion of existing business in new areas such as the agro-industrial sector and in emerging countries. • Improve profitability by expanding value-added specialty products. • Develop new environmentally friendly products with consideration for biodegradability and biobased values, etc.
Fine Chemicals 	<ul style="list-style-type: none"> • Expansion of the Pharmaceutical Intermediates Category. • Enhancement of product supply capacity through operation of new plant facilities. • Improve competitiveness by deepening catalyst technology and continuous flow technology.

Flavor Business Net sales by region

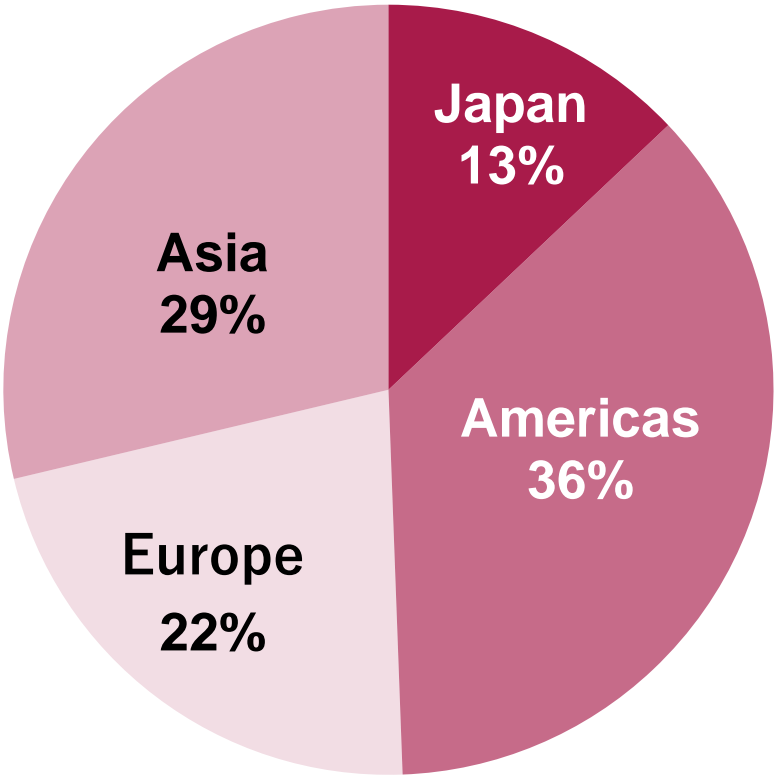


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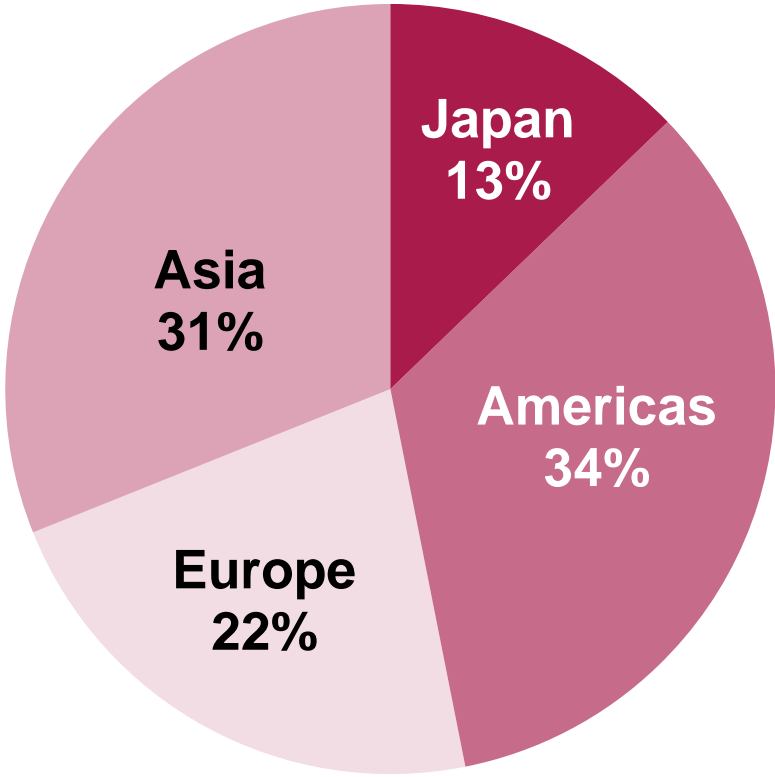


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Fragrance Business Net sales by region

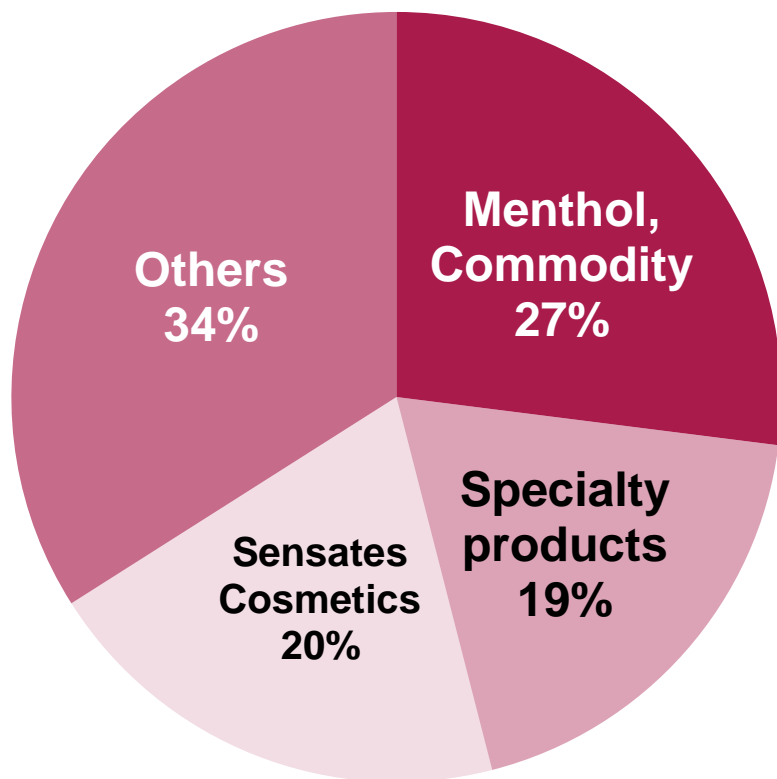


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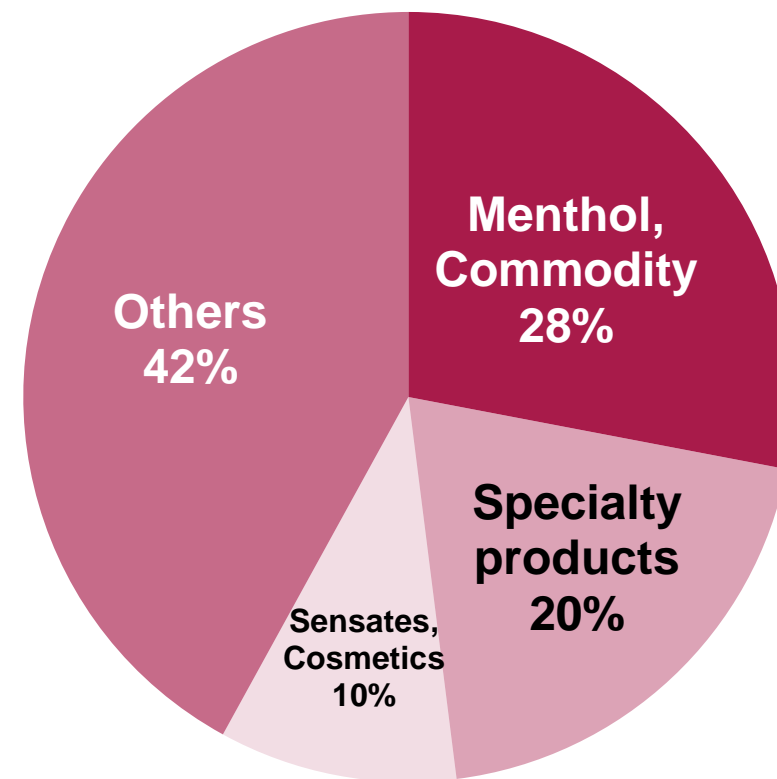


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Aroma Ingredients Business Net sales by category

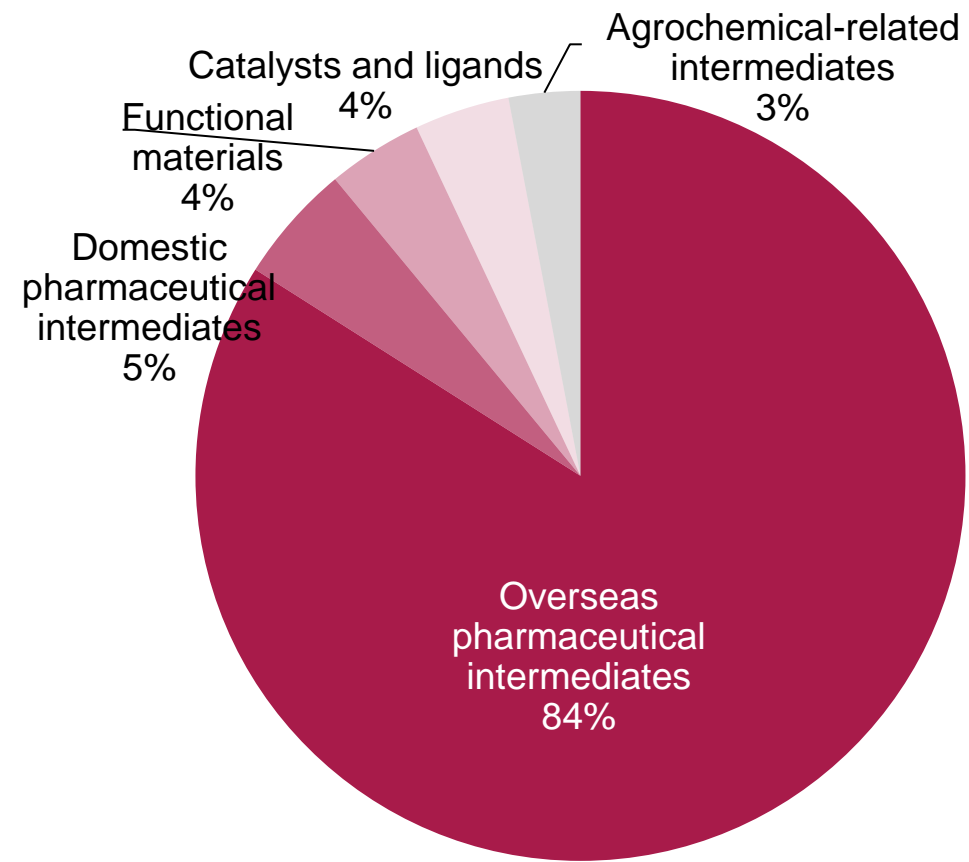


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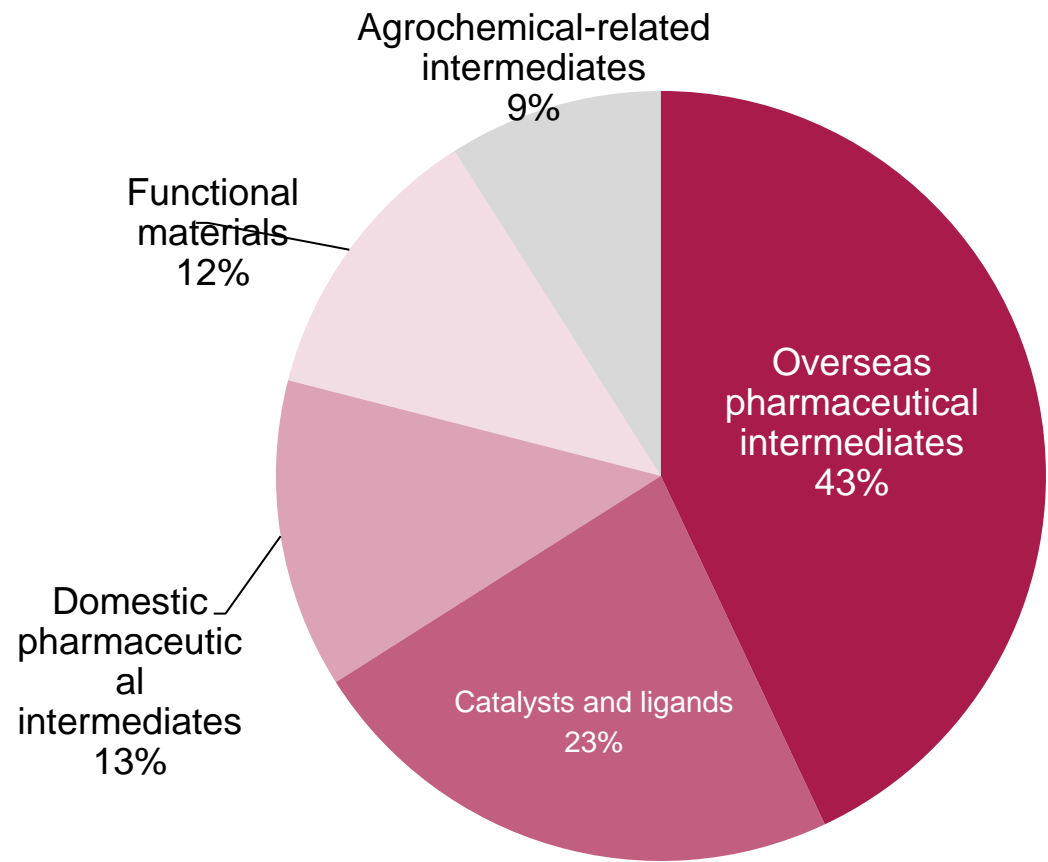


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Fine Chemicals Business Net sales by category



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