

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

(Stock Exchange Code 4914)

June 4, 2026

(Date of Commencement of Electronic Provision Measures: June 2, 2026)

**To Shareholders:**

Satoshi Masumura  
President and Chief Executive Officer  
TAKASAGO INTERNATIONAL  
CORPORATION  
5-37-1, Kamata, Ota-ku, Tokyo, JAPAN

## **NOTICE OF THE 100TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

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

You are hereby informed that the 100th Annual General Meeting of Shareholders of TAKASAGO INTERNATIONAL CORPORATION (the “Company”) will be held for the purposes as described below.

When convening this General Meeting of Shareholders, the Company has taken measures for providing information electronically (the “electronic provision measures”), and has posted the matters for electronic provision measures on the Company’s following website as “Notice of the 100th Annual General Meeting of Shareholders.”

The Company’s website: <https://www.takasago.com/en/ir/meeting.html>

In addition to the website shown above, the Company has also posted the matters for electronic provision measures on the website of Tokyo Stock Exchange (TSE). To view the information, please access the TSE website (Listed Company Search) below, enter “TAKASAGO INTERNATIONAL CORPORATION” in the “Issue name (company name)” or “4914” in the stock exchange “Code” click “Search,” select “Basic information,” and then select “Documents for public inspection/PR information.”

The TSE’s website (Listed Company Search):

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

**You can exercise your voting rights via the Internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders provided in matters for electronic provision measures and exercise your voting rights by 5:30 p.m. on Wednesday, June 24, 2026, Japan time.**

### **[Exercise of voting rights by postal mail]**

Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it so that it is received by the above deadline.

### **[Exercise of voting rights via electromagnetic means (the Internet, etc.)]**

Please enter your vote for or against the proposals upon reviewing the “Guide to the Exercise of Voting Rights” (in Japanese, on page 6).

- 1. Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. Japan time (Reception opens at 9:30 a.m.)
- 2. Place:** Nissay Aroma Square 17th floor  
Conference room of the Corporate Headquarters, located at  
5-37-1, Kamata, Ota-ku, Tokyo, JAPAN
- 3. Meeting Agenda:**  
**Matters to be reported:** (1) The Business Report, Consolidated Financial Statements for the Company's 100th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements  
(2) Non-consolidated Financial Statements for the Company's 100th Fiscal Year (April 1, 2025 - March 31, 2026)

**Proposals to be resolved:**

- Proposal 1:** Dividends of Surplus  
**Proposal 2:** Election of Nine (9) Directors

**4. Decisions concerning Convocation**

- (1) If you do not indicate your vote for or against each proposal on the Voting Rights Exercise Form (or abstain from voting), you will be deemed to have approved the relevant proposal(s).
- (2) Treatment of multiple exercises of voting rights
- 1) If you exercise your voting rights both in writing and via the Internet, the vote via the Internet will be deemed valid.
- 2) If you exercise your voting rights more than once via the Internet, the final vote will be deemed valid.

**5. Others related to this Notice**

- (1) Under the revised Companies Act, which came into effect on September 1, 2022, a system that enables electronic provision of materials for the General Meetings of Shareholders\* has been implemented. Under this system, as a general rule, materials for the General Meetings of Shareholders can be viewed via the Internet by accessing the website. Materials for the General Meeting of Shareholders will be sent in writing only to shareholders who made a request for delivery of documents in accordance with the prescribed method by the record date for voting rights.

\* Materials for the General Meetings of Shareholders: Reference Documents for the General Meetings of Shareholders, Business Report, Audit Report, Non-consolidated Financial Statements, and Consolidated Financial Statements

The notice of this General Meeting of Shareholders has been sent in accordance with the electronic provision system. However, Reference Documents for the General Meeting of Shareholders and "Business Progress and Results" section of the Business Report, have been sent in writing to all shareholders with voting rights.

[Inquiries about the electronic provision system]

Mitsubishi UFJ Trust and Banking Corporation, Call Center of Securities Agency Division

Dedicated number for the electronic provision system: 0120-696-505

Contact hours: From 9:00 a.m. to 5:00 p.m. (except weekends and holidays)

- (2) Among the matters for electronic provision measures, the following matters are not included in the documents sent to shareholders who made a request for delivery of documents in writing, pursuant to the relevant laws and regulations and Article 16 of the Articles of Incorporation. The Audit & Supervisory Board Members and the Accounting Auditor have audited the documents subject to audit including the following matters.
    - 1) “Basic policy regarding the persons who control the Company’s decisions on financial and business policies” in the Business Report
    - 2) Consolidated Statements of Changes in Net Assets
    - 3) Notes to the Consolidated Financial Statements
    - 4) Statements of Changes in Net Assets
    - 5) Notes to the Non-consolidated Financial Statements
  - (3) Should the electronic provision measures matters require revisions, such revisions will be posted on the respective websites where the matters are posted.
- 
- ◎ When attending the General Meeting of Shareholders, please bring the Voting Rights Exercise Form and submit it to the reception desk. In addition, please bring this Notice of the General Meeting of Shareholders on the day of the meeting.
  - ◎ Please be informed that any persons other than a shareholder, such as a proxy or companion, may not attend the meeting.
  - ◎ No gifts will be provided for shareholders attending the General Meeting of Shareholders.

## Proposals and References

Proposal 1: Dividends of Surplus  
Proposal 2: Election of Nine (9) Directors

Page 4  
Page 5

### Proposal 1: Dividends of Surplus

The Company implements necessary capital policies from the viewpoints of optimization of the capital structure and capital distribution in consideration of capital costs, toward the sustainable growth of the Company and mid- to long-term improvement of corporate value. Taking into consideration the business performance of the fiscal year under review and the surrounding business environment, the Company proposes that the dividend for the term-end of the fiscal year under review be ¥28 per share. Since the Company has implemented a 5-for-1 stock split effective October 1, 2025, the full-year dividend for the fiscal year under review cannot be simply added up. Not considering the stock split, the full-year dividend including the interim dividend will be ¥260 per share. In addition, the full-year dividend, converted to post-stock split basis, will be ¥52 per share. As a result, DOE will be 3.4%, and the dividend payout ratio will be 53.2%.

The Company positions the return of profits to shareholders as an important management issue and under the Mid-term Management Plan beginning from the fiscal year 2024, follows a basic policy of 3.0% or more DOE and 30% or more dividend payout ratio, with continued stable dividends.

(1) Type of dividend property

**Cash**

(2) Matters concerning the allotment of dividend property to shareholders and the total amount

Amount per common stock: **¥28**

Total amount: **¥2,729,889,400**

(3) Effective date of dividends of surplus

**Friday, June 26, 2026**

**Proposal 2: Election of Nine (9) Directors**

The terms of office of all ten (10) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of nine (9) Directors is proposed.

The candidates are as follows:

No.	Name	Current positions in the Company
1	[Reappointment] Satoshi Masumura	Representative Director President and Chief Executive Officer
2	[Reappointment] Naoki Mizuno	Director Senior Vice President
3	[Reappointment] [External Director] [Independent Officer] Ryoji Noyori	Director
4	[Reappointment] Tatsuya Yamagata	Director Senior Vice President
5	[Reappointment] Kenichi Somekawa	Director Senior Vice President
6	[Reappointment] [External Director] [Independent Officer] Komei Matsuda	Director
7	[Reappointment] Shigeki Kawabata	Director Senior Vice President
8	[Reappointment] [External Director] [Independent Officer] Megumi Tsukamoto	Director
9	[Reappointment] [External Director] [Independent Officer] Atsuko Tsuji	Director

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
1	Satoshi Masumura (October 20, 1958)  [Reappointment]	<p>April 1983      Joined the Company</p> <p>April 2008      General Manager, Flavor Laboratory, Corporate Research &amp; Development Division</p> <p>July 2012      Vice President; General Manager, Corporate Research &amp; Development Division</p> <p>June 2013      Director; Senior Vice President; General Manager, Corporate Research &amp; Development Division</p> <p>May 2014      Representative Director; President and Chief Executive Officer; General Manager, Corporate Research &amp; Development Division and General Manager, EHS Headquarters</p> <p>June 2014      President, Takasago West Japan Co., Ltd.</p> <p>June 2016      Representative Director; President and Chief Executive Officer; General Manager, EHS Headquarters; Supervisor for Human Resources &amp; General Affairs Division, the Company</p> <p>June 2017      Representative Director; President and Chief Executive Officer; General Manager, EHS Headquarters; Supervisor for Human Resources &amp; General Affairs Division and Audit &amp; Inspection Department</p> <p>June 2018      Representative Director; President and Chief Executive Officer; General Manager, EHS Headquarters</p> <p>June 2025      Representative Director; President and Chief Executive Officer; General Manager, EHS Headquarters; Supervisor for Human Resources &amp; General Affairs Division and Corporate Administration Division (to present)</p>	202,215
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Satoshi Masumura has years of operational experience in the research and development division and has served in prominent positions as a manager in said division. Having been involved in the management of the Company as a Director since June 2013, and as President and Chief Executive Officer since May 2014, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</p>			
2	Naoki Mizuno (July 24, 1961)  [Reappointment]	<p>February 1985      Joined the Company</p> <p>April 2007      General Manager, Fragrances Sales Department</p> <p>June 2014      Vice President; Associate General Manager, Fragrances &amp; Aroma Chemicals Division; General Manager, Fragrances Marketing Department</p> <p>July 2015      Vice President; Associate General Manager, Fragrances &amp; Aroma Ingredients Division; General Manager, Fragrances Sales Department</p> <p>June 2016      Vice President; General Manager, Fragrances &amp; Aroma Ingredients Division</p> <p>June 2017      President, Takasago Aromas Co., Ltd.</p> <p>June 2018      Director; Senior Vice President; General Manager, Procurement Division; Supervisor for Production Division, the Company</p> <p>April 2020      Director; Senior Vice President; General Manager, Procurement Division; General Manager, Supply Chain Division; Supervisor for Production Division</p> <p>July 2024      Director; Senior Vice President; General Manager, Supply Chain Management Division; Supervisor for Procurement Division (to present)</p> <p>April 2025      Chairman, Takasago International (Zhangjiagang) Co., Ltd. (to present)</p> <p>[Significant concurrent position] • Chairman, Takasago International (Zhangjiagang) Co., Ltd.</p>	65,120
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Naoki Mizuno has years of operational experience mainly in the fragrances division and has served in prominent positions as a manager of the said division. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</p>			

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
3	Ryoji Noyori (September 3, 1938)  [Reappointment] [External Director] [Independent Officer]	August 1972 Professor, School of Science, Nagoya University January 1997 Dean, Graduate School of Science and School of Science (concurrently served) June 2001 Director, the Company (to present) December 2001 Received the Nobel Prize in Chemistry October 2003 Designated Professor, Nagoya University October 2003 President, RIKEN, an incorporated administrative agency October 2004 Distinguished Professor, Nagoya University (to present) June 2015 Director-General, Center for Research and Development Strategy, Japan Science and Technology Agency, a national research and development agency June 2015 Outside Director, Toray Industries, Inc. November 2025 President, The Japan Academy (to present)	10,000
<p>[Reason for nomination as candidate for External Director and outline of expected role]</p> <p>As an expert in organic synthetic chemistry, Mr. Ryoji Noyori has long been engaged in research activities, received the Nobel Prize in Chemistry in 2001, and has experience in organization management after having served in prominent positions at leading research institutions in Japan. The Company expects him to provide advice to enhance the Company's technological capabilities, as well as proposals and advice that contribute to the enhancement of the Company's corporate value, from an objective perspective based on his experience and knowledge as a researcher and organization manager. Although he has no experience of being directly engaged in corporate management except as an External Director, he has been involved in the management of the Company as an External Director since June 2001. Accordingly, the Company believes that he is qualified to properly fulfill the responsibility of an External Director, and requests that he be reelected.</p>			
4	Tatsuya Yamagata (July 27, 1963)  [Reappointment]	April 1986 Joined the Company April 2003 President, Takasago Europe GmbH July 2008 General Manager, Flavors GSPC Office, Global Management Headquarter and General Manager, Coffee Business Promotion Department, Flavors Division, the Company July 2010 President, Shanghai Takasago-Union Fragrances & Flavors Co., Ltd. June 2013 Vice President, the Company June 2015 Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division and Associate General Manager, EHS Headquarters June 2017 President, Takasago International Inc. (to present) June 2018 Director; Senior Vice President; General Manager, Global Integration Headquarters and Associate General Manager, EHS Headquarters and General Manager, Corporate Quality Assurance Headquarter; Supervisor for Information System Department and Quality Assurance Department, the Company April 2025 Director; Senior Vice President; General Manager, Global Integration Headquarters and Associate General Manager, EHS Headquarters and General Manager, Global SAP Management Department; Supervisor for Information System Department, Quality Assurance Department and Corporate Quality Assurance Headquarter (to present)	64,395
<p>[Significant concurrent position]</p> <ul style="list-style-type: none"> <li>• President, Takasago International Inc.</li> </ul> <p>[Reason for nomination as candidate for Director]</p> <p>Mr. Tatsuya Yamagata has years of operational experience mainly in the flavors division and has served in prominent positions as a manager in the administrative division as well as at overseas subsidiaries. Having been involved in the management of the Company as a Director since June 2015, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</p>			

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
5	Kenichi Somekawa (November 3, 1964)  [Reappointment]	<p>April 1987      Joined the Company</p> <p>April 2003      General Manager, Fourth Flavors Sales Department</p> <p>July 2008        President, Takasago Europe GmbH</p> <p>June 2013        Vice President, the Company</p> <p>June 2014        Vice President; Associate General Manager, Flavors Division</p> <p>June 2015        President, Takasago Food Products Co., Ltd.</p> <p>June 2015        Director; Senior Vice President; General Manager, Flavors Division; Supervisor for Branch Offices, the Company</p> <p>July 2023        Chairman, Takasago International (Guangzhou) Co., Ltd. (to present)</p> <p>October 2023    Director; Senior Vice President; General Manager, Flavors Division and General Manager, Flavors Sales Department; Supervisor for Branch Offices, the Company</p> <p>June 2024        Director; Senior Vice President; General Manager, Flavors Division; Supervisor for Branch Offices (to present)</p> <p>[Significant concurrent position] • Chairman, Takasago International (Guangzhou) Co., Ltd.</p>	67,995
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Kenichi Somekawa has years of operational experience mainly in the flavors division and has served in prominent positions as a manager of subsidiaries in Japan and overseas. Having been involved in the management of the Company as a Director since June 2015, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</p>			
6	Komei Matsuda (October 14, 1964)  [Reappointment] [External Director] [Independent Officer]	<p>April 1993        Registered as an Attorney-at-law (45th term)</p> <p>August 1997      Established Matsuda Sogo Law Office</p> <p>October 2006     Partner Attorney, Risolute Law Office</p> <p>April 2008        Lecturer, Law School, Keio University</p> <p>April 2011        Practicing-attorney-professor for civil advocacy, Legal Training and Research Institute, Supreme Court</p> <p>April 2016        Lecturer, Law School, Seikei University</p> <p>June 2017        Director, the Company (to present)</p> <p>January 2020     Partner Attorney, Toranomom Daiichi Law Office (to present)</p> <p>[Significant concurrent position] • Partner Attorney, Toranomom Daiichi Law Office</p>	0
<p>[Reason for nomination as candidate for External Director and outline of expected role]</p> <p>As a legal professional, Mr. Komei Matsuda, has extensive knowledge of laws related to corporate activities through years of operational experience in the field of corporate legal affairs. The Company expects him to provide advice on corporate legal affairs and compliance, as well as proposals and advice that will contribute to improving management oversight, from an objective perspective based on his experience and knowledge as a legal professional. Although he has no experience of being directly engaged in corporate management except as an External Director, he has been involved in the management of the Company as an External Director since June 2017. Accordingly, the Company believes that he is qualified to properly fulfill the responsibility as an External Director, and requests that he be reelected.</p>			

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
7	Shigeki Kawabata (July 21, 1962)  [Reappointment]	<p>April 1985 January 2006</p> <p>Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.) Chief Manager, Finance &amp; Strategic Advisory Office, Corporate Banking Business Promotion Division No. 2, The Bank of Tokyo-Mitsubishi UFJ, Ltd. (currently MUFG Bank, Ltd.)</p> <p>June 2006 April 2008</p> <p>General Manager, Hirabari Corporate Banking Office Associate General Manager, Corporate Banking Business Promotion Division</p> <p>April 2011 May 2013</p> <p>General Manager, Transaction Banking Division General Manager, Credit Examination Office, Internal Audit &amp; Credit Examination Division</p> <p>June 2014 June 2017</p> <p>Full-time Audit &amp; Supervisory Board Member, the Company Vice President; General Manager, Legal &amp; Intellectual Property Division; Supervisor for Audit &amp; Inspection Department</p> <p>June 2018</p> <p>Director; Senior Vice President; General Manager, Corporate Strategy &amp; Planning Division; General Manager, Corporate Strategy &amp; Planning Department; General Manager, Legal &amp; Intellectual Property Division; Supervisor for Audit &amp; Inspection Department</p> <p>July 2019</p> <p>Director; Senior Vice President; General Manager, Corporate Strategy &amp; Planning Division; General Manager, Corporate Strategy &amp; Planning Department; General Manager, Legal &amp; Intellectual Property Division; Supervisor for Audit &amp; Inspection Department</p> <p>October 2024</p> <p>Director; Senior Vice President; General Manager, Corporate Strategy &amp; Planning Division; General Manager, Corporate Strategy &amp; Planning Department; General Manager, Legal Department; Supervisor for Audit &amp; Inspection Department</p> <p>April 2026</p> <p>Director; Senior Vice President; General Manager, Corporate Strategy &amp; Planning Division; General Manager, Corporate Strategy &amp; Planning Department; Supervisor for Legal Department and Audit &amp; Inspection Department (to present)</p>	69,455
<p>[Reason for nomination as candidate for Director] Mr. Shigeki Kawabata has years of operational experience in the finance division and has served in prominent positions as a manager in the corporate and administrative divisions. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</p>			



No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
9	Atsuko Tsuji (July 28, 1953)  [Reappointment] [External Director] [Independent Officer]	<p>April 1976      Joined Sony Corporation</p> <p>February 1979      Joined The Asahi Shimbun Company</p> <p>September 1989      Fellow, Knight Science Journalism Program, Massachusetts Institute of Technology</p> <p>January 2004      Fellow, Reuters Institute for the Study of Journalism, University of Oxford</p> <p>April 2014      Visiting Professor, The University of Tokyo</p> <p>October 2016      Designated Professor, Institute of International Education &amp; Exchange, Nagoya University</p> <p>June 2020      Designated Professor, University Research Administrator Organization, Research Institutes for Advanced Studies, Chubu University</p> <p>September 2020      Auditor, High Energy Accelerator Research Organization, Inter-University Research Institutes Corporation</p> <p>June 2022      Auditor, The Engineering Academy of Japan Inc.</p> <p>September 2022      Advisory Board Member of Nara National Institute of Higher Education and Research (to present)</p> <p>June 2024      Director, the Company (to present)</p>	0
<p>[Reason for nomination as candidate for External Director and outline of expected role]</p> <p>Ms. Atsuko Tsuji engaged in news media as a journalist in the science field over many years and has a wide range of knowledge and experience about scientific technologies, etc. The Company expects her to provide supervision of the Company's management from a third party's point of view, keeping fairness and proposals and advice that contribute to enhancing effective communication about the Company's technological capabilities and research and development results from an objective perspective based on her abundant experience and knowledge. Although she has no experience of being directly engaged in corporate management except as an External Director, she has been involved in the management of the Company as an External Director since June 2024. Accordingly, the Company believes that she is qualified to properly fulfill the responsibility as an External Director, and requests that she be reelected.</p>			

(Notes)

1. There are no special interests between the candidates and the Company.
2. Candidates for External Directors:  
Messrs. Ryoji Noyori and Komei Matsuda and Ms. Megumi Tsukamoto and Atsuko Tsuji are candidates for External Directors. Mr. Ryoji Noyori will have served as an External Director of the Company for twenty-five (25) years at the conclusion of this General Meeting of Shareholders. Mr. Ryoji Noyori is a world-renowned researcher who was awarded the Nobel Prize in Chemistry in 2001, and has experience in organization management at research institutions. In addition to providing advice on the development of research fields in Japan and overseas and on research trends in companies, Mr. Ryoji Noyori has given us appropriate advice on overall management from an objective standpoint and a broad perspective. Therefore, the Company believes that Mr. Ryoji Noyori is an irreplaceable person to the Company. Mr. Komei Matsuda will have served as an External Director of the Company for nine (9) years at the conclusion of this General Meeting of Shareholders, Ms. Megumi Tsukamoto will have served as an External Director of the Company for three (3) years at the conclusion of this General Meeting of Shareholders and Ms. Atsuko Tsuji will have served as an External Director of the Company for two (2) years at the conclusion of this General Meeting of Shareholders.
3. Relationship with companies where significant concurrent positions are held:  
Mr. Komei Matsuda concurrently serves as a Partner Attorney of Toranomom Daiichi Law Office. The Company has entered into an advisory agreement with another attorney of Toranomom Daiichi Law Office, of which Mr. Komei Matsuda is one of the members. Total transaction amounts between Toranomom Daiichi Law Office and the Company for the 100th fiscal year was ¥2 million.  
Ms. Megumi Tsukamoto concurrently serves as Outside Director of AUCNET INC. and artience Co., Ltd. There are no special relationships between AUCNET INC., artience Co., Ltd. and the Company.
4. Limited liability agreement:  
The Company has entered into agreements with Messrs. Ryoji Noyori and Komei Matsuda and Ms. Megumi Tsukamoto and Atsuko Tsuji to limit their liability pursuant to Article 423 Paragraph 1 of the Companies Act. The maximum amount of liability for damages under this agreement is the minimum amount of liability stipulated in Article 425 Paragraph 1 of the Companies Act. If their reelection is approved, the Company intends to extend the aforementioned limited liability agreement with them.
5. Outline of directors and officers liability insurance contract:  
The Company has entered into a directors and officers liability insurance contract with an insurance company, and any damages that may result from the insured being liable for the performance of his or her duties or being subject to claims

for the pursuit of such liabilities will be covered by the insurance contract. If the reappointment of each of the candidates is approved, each of them will continue to be insured. The insured do not bear the premiums. The contract will be renewed with the same content in August 2026.

6. Independent Officers:

The Company has notified Messrs. Ryoji Noyori and Komei Matsuda and Meses. Megumi Tsukamoto and Atsuko Tsuji as Independent Officers in accordance with the provisions of the Tokyo Stock Exchange, and if their reappointments are approved, they will continue to be Independent Officers.

(Reference)

Skill matrix of Directors and Audit & Supervisory Board Members after the General Meeting of Shareholders

If Proposal 2 is approved, the skills and expected fields of Directors and Audit & Supervisory Board Members are as follows.

Name	Gender	Positions in the Company	Organizational management	R & D / Production	ESG	Sales & Marketing	Global	Finance Accounting	Legal / Risk Management
Satoshi Masumura	Male	Representative Director	●	●	●				
Naoki Mizuno	Male	Representative Director		●	●	●			
Ryoji Noyori	Male	External Director	●	●	●				
Tatsuya Yamagata	Male	Director			●	●	●		
Kenichi Somekawa	Male	Director			●	●	●		
Komei Matsuda	Male	External Director	●		●				●
Shigeki Kawabata	Male	Director					●	●	●
Megumi Tsukamoto	Female	External Director			●		●		●
Atsuko Tsuji	Female	External Director		●	●		●		
Kazuhisa Kobayashi	Male	External Audit & Supervisory Board Member					●	●	●
Hirokazu Isono	Male	Audit & Supervisory Board Member			●			●	●
Yasuo Nakae	Male	External Audit & Supervisory Board Member	●		●		●		

- (Notes) 1. A maximum of three of the main skills, etc., possessed by each person is marked with a ●.  
 2. The above “Organizational management” are cases where there is management experience at the upper levels of an organization.

## Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Description	Amount	Description	Amount
<b>Assets</b>		<b>Liabilities</b>	
<b>Current assets</b>	<b>148,345</b>	<b>Current liabilities</b>	<b>79,004</b>
Cash and deposits	19,578	Notes and accounts payable	18,644
Notes receivable - trade	10	Short-term loans payable	32,338
Accounts receivable - trade	53,466	Current portion of long-term loans payable	8,001
Electronically recorded monetary claims - operating	3,098	Income taxes payable	1,789
Merchandise and finished goods	35,029	Provision for bonuses	2,363
Work in progress	199	Provision for directors' bonuses	59
Raw materials and supplies	31,642	Others	15,807
Others	5,725	<b>Long-term liabilities</b>	<b>36,091</b>
Allowance for doubtful accounts	(405)	Long-term loans payable	19,597
<b>Non-current assets</b>	<b>122,802</b>	Lease obligations	2,838
<b>Property, plant and equipment</b>	<b>84,542</b>	Deferred tax liabilities	2,892
Buildings and structures	38,104	Provision for director's retirement benefits	5
Machinery, equipment and vehicles	16,096	Provision for loss on litigation	721
Tools, furniture and fixtures	3,776	Net defined benefit liability	9,038
Land	18,872	Others	997
Right-of-use assets	2,732	<b>Total liabilities</b>	<b>115,095</b>
Construction in progress	4,960	<b>Net assets</b>	
<b>Intangible assets</b>	<b>5,509</b>	<b>Shareholders' equity</b>	<b>121,199</b>
<b>Investments and other assets</b>	<b>32,749</b>	<b>Capital stock</b>	<b>9,248</b>
Investment securities	23,750	<b>Capital surplus</b>	<b>8,455</b>
Investments in capital	203	<b>Retained earnings</b>	<b>105,090</b>
Long-term loans receivable	605	<b>Treasury stock</b>	<b>(1,594)</b>
Net defined benefit asset	3,739	<b>Accumulated other comprehensive income</b>	<b>32,215</b>
Deferred tax assets	2,966	<b>Valuation difference on available-for-sale securities</b>	<b>10,528</b>
Others	2,013	<b>Foreign currency translation adjustment</b>	<b>19,250</b>
Allowance for doubtful accounts	(529)	<b>Remeasurements of defined benefit plans</b>	<b>2,436</b>
		<b>Non-controlling interests</b>	<b>2,635</b>
		<b>Total net assets</b>	<b>156,051</b>
<b>Total assets</b>	<b>271,147</b>	<b>Total liabilities and net assets</b>	<b>271,147</b>

(Note) Figures are rounded down to the nearest million yen.

## Consolidated Statement of Income

(April 1, 2025 - March 31, 2026)

(Millions of yen)

Description	Amount	
<b>Net sales</b>		<b>225,092</b>
<b>Cost of sales</b>		<b>152,179</b>
<b>Gross profit</b>		<b>72,913</b>
<b>Selling, general and administrative expenses</b>		<b>64,781</b>
<b>Operating profit</b>		<b>8,132</b>
<b>Non-operating income</b>		
Interest income	68	
Dividends income	665	
Equity in earnings of affiliates	325	
Foreign exchange gains	925	
Others	607	2,592
<b>Non-operating expenses</b>		
Interest expenses	886	
Others	326	1,213
<b>Ordinary profit</b>		<b>9,511</b>
<b>Extraordinary income</b>		
Gain on sales of non-current assets	17	
Gain on sales of investment securities	4,426	
Others	8	4,452
<b>Extraordinary losses</b>		
Loss on disposal of non-current assets	68	
Provision for loss on litigation	179	248
<b>Profit before income taxes</b>		<b>13,714</b>
Income taxes - current	3,316	
Income taxes - deferred	273	3,590
<b>Profit</b>		<b>10,124</b>
<b>Profit attributable to non-controlling interests</b>		<b>598</b>
<b>Profit attributable to owners of parent</b>		<b>9,525</b>

(Note) Figures are rounded down to the nearest million yen.

## Non-Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Description	Amount	Description	Amount
<b>Assets</b>		<b>Liabilities</b>	
<b>Current assets</b>	<b>75,416</b>	<b>Current liabilities</b>	<b>54,018</b>
Cash and deposits	5,917	Notes payable - trade	525
Notes receivable - trade	10	Electronically recorded obligations - operating	673
Accounts receivable - trade	23,249	Accounts payable - trade	8,986
Electronically recorded monetary claims - operating	3,014	Short-term loans payable	28,766
Merchandise and finished goods	16,756	Current portion of long-term loans payable	8,001
Work in progress	0	Accounts payable - other	904
Raw materials and supplies	9,444	Income taxes payable	662
Advance payments - trade	97	Accrued expenses	2,849
Short-term loans receivable from subsidiaries and associates	11,477	Provision for bonuses	1,801
Others	5,449	Provision for directors' bonuses	55
Allowance for doubtful accounts	(0)	Others	793
<b>Non-current assets</b>	<b>92,857</b>	<b>Long-term liabilities</b>	<b>29,951</b>
<b>Property, plant and equipment</b>	<b>38,941</b>	Long-term loans payable	19,562
Buildings	14,976	Deferred tax liabilities	1,791
Structures	987	Provision for retirement benefits	8,228
Machinery and equipment	6,422	Long-term guarantee deposited	273
Vehicles	65	Others	94
Tools, furniture and fixtures	1,649	<b>Total liabilities</b>	<b>83,970</b>
Land	12,968	<b>Net assets</b>	
Construction in progress	1,871	<b>Shareholders' equity</b>	<b>73,784</b>
<b>Intangible assets</b>	<b>1,422</b>	<b>Capital stock</b>	<b>9,248</b>
Right of using facilities	7	<b>Capital surplus</b>	<b>8,454</b>
Telephone subscription right	19	Legal capital surplus	8,355
Software	1,393	Other capital surplus	98
Others	3	<b>Retained earnings</b>	<b>57,720</b>
<b>Investments and other assets</b>	<b>52,492</b>	Legal retained earnings	1,905
Investment securities	19,970	Other retained earnings	55,814
Shares of subsidiaries and associates	12,202	Reserve for advanced depreciation of non-current assets	471
Investments in capital	3	Reserve for dividends	470
Investments in capital of subsidiaries and associates	13,918	Reserve for research and development	320
Long-term loans receivable from subsidiaries and associates	3,613	General reserve	1,714
Guarantee deposits	542	Retained earnings brought forward	52,838
Long-term prepaid expenses	186	<b>Treasury stock</b>	<b>(1,638)</b>
Prepaid pension cost	1,600	<b>Valuation and translation adjustments</b>	<b>10,518</b>
Others	492	<b>Valuation difference on available-for-sale securities</b>	<b>10,518</b>
Allowance for doubtful accounts	(38)	<b>Total net assets</b>	<b>84,303</b>
<b>Total assets</b>	<b>168,273</b>	<b>Total liabilities and net assets</b>	<b>168,273</b>

(Note) Figures are rounded down to the nearest million yen.

## Non-Consolidated Statement of Income

(April 1, 2025 - March 31, 2026)

(Millions of yen)

Description	Amount	
<b>Net sales</b>		<b>77,672</b>
<b>Cost of sales</b>		<b>56,337</b>
<b>Gross profit</b>		<b>21,334</b>
<b>Selling, general and administrative expenses</b>		<b>21,205</b>
<b>Operating profit</b>		<b>129</b>
<b>Non-operating income</b>		
Interest income	495	
Dividends income	3,097	
Commission from subsidiaries and associates	612	
Foreign exchange gains	1,469	
Others	305	5,980
<b>Non-operating expenses</b>		
Interest expenses	746	
Service fee and commission expenses to subsidiaries	428	
Others	60	1,235
<b>Ordinary profit</b>		<b>4,874</b>
<b>Extraordinary income</b>		
Gain on sales of non-current assets	2	
Gain on sales of investment securities	4,425	
Others	8	4,437
<b>Extraordinary losses</b>		
Loss on disposal of non-current assets	8	
Loss on valuation of shares of subsidiaries	3	11
<b>Profit before income taxes</b>		<b>9,299</b>
Income taxes - current	1,437	
Income taxes - deferred	(116)	1,320
<b>Profit</b>		<b>7,979</b>

(Note) Figures are rounded down to the nearest million yen.