

Corporate Governance

Last updated: June 29, 2026

ORGANO CORPORATION

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The corporate governance of ORGANO CORPORATION (the “Company”) is described below.

I Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information

1. Basic Views

The Company has been engaging in efforts to enhance corporate governance that conforms to the following basic views in order to realize fair and trustworthy management and improve management efficiency.

- (1) The Company will respect the rights of shareholders and ensure equality.
- (2) The Company will take into account the benefits for a wide range of stakeholders including shareholders/investors, consumers/customers, business partners, employees and local communities, and cooperate with these stakeholders appropriately.
- (3) The Company will disclose the Company’s information timely and properly, and ensure transparency.
- (4) The Directors, Audit and Supervisory Board Members, and Executive Officers will recognize their fiduciary responsibilities, and will effectively fulfill their expected roles and duties.
- (5) The Company will hold constructive dialogue with shareholders.

The Company’s basic views and basic policy on corporate governance are provided in the “Corporate Governance Guidelines” available on the Company’s website.

(<https://www.organo.co.jp/english/company/governance/guidance/>)

[Disclosures Based on the Principles of Japan’s Corporate Governance Code] [Update]

Principle 1.4 Cross-Shareholdings

(1) Policy relating to cross-shareholdings

The Company adopts a basic policy of not acquiring or holding the shares of concerned companies except when it judges that the holdings contribute to enhancing the Company’s corporate value such as strengthening medium- to long-term cooperation with customers, business partners, etc., expanding transactions and creating synergies.

At the Board of Directors each year, the Company comprehensively evaluates the benefits and risks of each individual cross-shareholding in light of the holding costs, and verifies the rationale of holdings from a medium- to long-term perspective. If the Board of Directors judges that the holdings are not deemed reasonable as a result of its verification, the Company will, in principle, proceed with reducing the amount of holdings through measures such as the sale or transfer of the shares.

Specifically, the Company implements the evaluation based on the following evaluation items and makes a judgement on sale or transfer.

- The presence or absence of a scandal such as the violation of laws and regulations or accounting frauds in the past one year
- Trends in business performance, stock prices, dividends and transactions with the Company in the past three fiscal years
- Opinions on holdings from the department in charge

In evaluating the trend in transactions with the Company, the Company sets criteria for each evaluation item such as designating the matter as a verification target for sale or transfer if no transactions or insignificant transactions were made during the past three fiscal years.

In a verification conducted in June 2026, the Company comprehensively verified all 11 issues of shares including the shares of unlisted companies regarding the rationale of their holdings based on the aforementioned policy.

As a result, the Company has decided to sell one issue of listed shares of which significance of holding was determined to have diminished.

For some issues of shares of which significance of holding was determined to have diminished by the verification conducted in the past, the Company has decided to gradually reduce those amounts in consideration of the issuers' policies moving forward.

The issues of unlisted shares already designated for sale were not included in the verification conducted.

As of March 31, 2026, the total amount of cross-shareholdings recognized in the balance sheet was ¥833 million, which accounts for less than 1 percent of the consolidated total assets, and the Company considers the amount to be insignificant.

(2) Criteria for exercising voting rights regarding cross-shareholdings

The Company makes a judgment regarding exercising voting rights for cross-shareholdings from the perspective of whether or not the exercising contributes to the medium- to long-term enhancement of corporate value for both the Company and investee companies. In particular regarding shares of listed companies, the Company prescribes the standards for approval or disapproval of proposals deemed to be of high importance, such as appropriation of surplus, election of officers, remuneration for officers and anti-takeover measures, and will respond in accordance with such standards.

Principle 1.7 Related Party Transactions

The Company shall require the approval from the Board of Directors for competitive transactions and conflict of interest transactions with Directors and the corporations, etc. substantially controlled by Directors, and shall report important matters relating to conflict of interest transactions between a Director and the Company to the Board of Directors. The Company examines the presence or absence of related party transactions between Directors as well as their close relatives and the Organo Group companies each year, and monitors the situation. In addition, regarding transactions between the Company and major shareholders, etc., the Company requires obtaining prescribed decision and approval for transactions in accordance with the size, characteristics, significance and other factors of the transactions, in a similar manner as with transactions with other companies that do not have a capital relationship with the Company. The Company has established the Special Committee as an advisory body to the Board of Directors which consists of Independent Outside Directors. For the purpose of practicing fairness when conducting important transactions, etc. with the parent company (Tosoh Corporation) group, and monitoring and supervising issues regarding conflicts of interest between the parent company group and minority shareholders in such transactions to appropriately protect the interests of minority shareholders, these transactions are deliberated and the results of deliberations are reported or recommended to the Board of Directors. There were no applicable transactions, etc. in the fiscal year 2025.

Supplementary Principle 2.4.1 Ensuring Diversity, Including Active Participation of Women

(1) Stance on ensuring diversity

The "Organo Group Code of Corporate Conduct" of the Group declares that it shall "respect the dignity, rights, and diversity of all people and prohibit all forms of discrimination." Moreover, sharing the common understanding that innovation is born from diverse values and expertise, the Group is promoting various initiatives to improve the environment, raise employee awareness, and cultivate an organizational culture. As well as promoting greater diversity in decision-making by increasing the ratio of female managers, we are implementing various measures, including support for balancing work with childcare, elderly care, and health issues; the employment of people with disabilities; the utilization global human resources; and the employment of senior citizens.

(2) Voluntary and measurable goals for ensuring diversity and their status

As of the end of March 2026, the number of women in managerial positions in the Company and its domestic consolidated subsidiaries was 30 (the ratio of women in managerial positions was 4.3%), and the Company aims to increase the number to 50 by 2030. In addition, in accordance with the Act on Promotion of Female Participation and Career Advancement in the Workplace, the Company satisfies certain criteria regarding items

such as the ratio of women hired and the continued employment ratio, and has been continuously granted the “Eruboshi (Three-star Rating)” certification since 2017.

As of the end of March 2026, the number of foreign national employees in managerial positions in the Company and its domestic consolidated subsidiaries was two. The Organo Group has a certain number of foreign national employees and plans to appoint them to managerial positions based on its stance of appointing employees to managerial positions based on their ability in a fair and impartial manner, regardless of nationality. In addition, from the viewpoint of utilizing human resources on a global scale, the Company will promote the appointment of foreign national employees to managerial positions at the Company but also the entire Group promotes initiatives such as the appointment of locally hired personnel to senior management positions at overseas subsidiaries.

The Company recruits a certain number of midcareer hires needed by the Company every year regardless of managerial or non-managerial positions, and will continue to recruit midcareer hires. The number of midcareer hires by the Company and its domestic consolidated subsidiaries in the fiscal year 2025 was 138.

(3) Human resource development policy and internal environment development policy to ensure diversity, and status of their implementation

In order to support autonomous growth of its employees, each of whom is unique in terms of personality and experience, in addition to the conventional rank-specific training for career advancement, the Company offers elective training programs which employees autonomously select. The Company also offers a variety of educational opportunities to support employees’ self-development, such as a qualification acquisition support system, online foreign language training, and a correspondence course system named Organo University. Furthermore, the Company conducts onboarding training designed to help midcareer hires understand the roles expected of them at the Company, gain insights on how to overcome obstacles to their success, and foster camaraderie among them, as well as roundtable discussions aimed at fostering camaraderie among foreign national employees. Through these and other initiatives, the Company will continue to promote diversity. Given that its workforce consists of employees with diverse values and expertise, the Company aims to develop an environment where all employees are able to fulfill their potential and realize growth.

The Company is implementing initiatives such as assigning female employees to the departments in charge of construction management, which previously were staffed mainly by male employees, enriching Japanese language education for foreign national employees, and establishing a prayer room.

In the fiscal year 2025, the Company conducted health education for all employees to deepen their understanding of smoking cessation and line care (line managers’ support for employees’ mental health). The Company will continue to improve the environment so that all employees can stay both physically and mentally healthy, remain motivated, and continue to work actively.

Principle 2.6 Roles of Corporate Pension Funds as Asset Owners

The Company adopts a contract-type defined benefit corporate pension fund and entrusts the administration and management of pension assets to asset management institutions that have expressed acceptance of the Stewardship Code. The Company strives to ensure safety and efficiency of pension asset management through activities such as periodically checking performance results and economic indicators and considering the revision to the fund management policy in a meeting body consisting of members with appropriate qualifications including General Managers of Human Resources Dept. and Accounting Dept.

In addition, the pension asset is managed in the joint account of multiple asset management institutions that have expressed acceptance of the Stewardship Code, and the exercising of voting rights, etc. cannot be ordered through the pension asset. Therefore, the Company considers the conflict of interest between the Company and the beneficiaries as appropriately managed.

Principle 3.1 Full Disclosure

(1) Management philosophy, management strategy, management plan, etc.

The Organo Group prescribes its corporate philosophy, the “Management Philosophy” that expresses the Company’s reason for existence and the “Long-term Management Vision” with an eye toward the direction of management in the next ten years and makes them available on its website.

(<https://www.organo.co.jp/english/company/philosophy/>)

The Organo Group has also formulated its three-year Medium-term Management Plan every year on a rolling basis based on its Long-term Management Plan “ORGANO 2030.”

(The Organo Group adopts a rolling method of updating the plan every year without fixing the ending fiscal year to continue its business management with an eye toward the next three years at all times.)

The overview is provided in its financial results presentation materials. Such materials are available on the Company's website.

(<https://www.organo.co.jp/english/ir/library/>)

Regarding the numerical targets for fiscal 2030 under our medium- to long-term management plan, "ORGANO 2030," we have revised the targets, using the plan for fiscal 2026 as the starting point, in anticipation of more active investment than ever before in the semiconductor field, which is driving the Group's performance. The revised targets are net sales of ¥260 billion, assuming an average annual growth rate of 7%, an operating profit margin of 18% or higher, and ROE of 20% or higher. To achieve ORGANO 2030, we will expand our delivery capacity by strengthening our global engineering infrastructure to capitalize on business opportunities in the cutting-edge semiconductor market, where active investment is expected to continue. We will also accelerate technological development aimed at deepening our core technologies and creating new value. On the other hand, in the short- and medium-term growth trajectory leading up to fiscal 2030, we anticipate that the proportion of the semiconductor field and our concentration on specific customers and regions will increase further. Accordingly, from a long-term perspective, we recognize the need to continuously strengthen our business and geographic portfolios.

(2) Basic views and basic policy on corporate governance

The Company's basic views and basic policy on corporate governance are provided in the "Corporate Governance Guidelines" available on the Company's website.

(<https://www.organo.co.jp/english/company/governance/guidance/>)

(3) Policies and procedure of determining remuneration for Directors and Audit and Supervisory Board Members

a. Directors

The following is a summary of the Company's "Policy for determining remuneration, etc. to Directors" (revised March 26, 2026). This policy is resolved by the Board of Directors after obtaining opinions based on review by the Nomination and Remuneration Advisory Committee, of which the majority are Independent Outside Directors. The Board of Directors has confirmed that the method of determining the details of remuneration, etc. and the content of remuneration, etc. determined for each individual Director for the fiscal year under review are consistent with the relevant decision policy and that the opinions of the Nomination and Remuneration Advisory Committee have been respected. The Board of Directors has determined that the content of remuneration, etc. is in line with the said policy.

i. Basic policy

The remuneration system for Executive Directors, in addition to the fixed remuneration (cash), encourages business execution in line with management policies and management targets and establishes a remuneration framework and remuneration standards which provide strong incentive for the achievement of short-term and mid- to long-term management targets in order to achieve sustainable growth and improve the corporate value of the Group. The remuneration system for Non-Executive Directors, including Outside Directors, shall be fixed remuneration (cash) only, for the purpose of ensuring the effectiveness of their supervisory and monitoring functions.

ii. Remuneration framework

1) Executive Directors

Remuneration for Executive Directors consists of fixed remuneration and performance-linked remuneration, and performance-linked remuneration consists of short-term performance-linked remuneration (cash) and medium- to long-term performance-linked remuneration (shares). The remuneration level is designed to be appropriate for each position by comparing and verifying it with objective data such as remuneration levels from external remuneration consultants and remuneration survey data from external research organizations.

A) Fixed remuneration

The total amount of remuneration based on the remuneration table set for each position shall be paid in equal monthly installments from July to June of the following year.

B) Performance-linked remuneration

The ratio of the total amount of performance-linked remuneration is designed to be approximately 50% to 60% when the performance evaluation index is the standard value set by the Board of Directors, and this ratio is higher for Directors of higher ranks. In addition, the ratio of short-term performance-linked remuneration (cash) to medium- to long-term performance-

linked remuneration (shares) shall be designed to be approximately 8:2 in the case that the performance evaluation index is at the standard value set by the Board of Directors.

- Short-term performance-linked remuneration (cash)
The short-term performance-linked remuneration shall be monetary remuneration. From the perspective of clarifying the relationship between business performance and remuneration, the Company shall use the consolidated operating profit, which is an important management index of the Group, as the performance evaluation index, and shall pay the total amount calculated with the remuneration table for each position according to the consolidated operating profit of the previous fiscal year in equal monthly installments from July to June of the following year. The amount paid varies in the range of 0 to 140% depending on the amount of consolidated operating profit.
- Medium-to long-term performance-linked remuneration (shares)
The medium-to long-term performance-linked remuneration is a stock-based remuneration plan using a trust. From the perspective of improving corporate values over the medium to long term and aligning the interests with those of shareholders, the Company shall use the consolidated return on equity (ROE), which is an important management indicator of the Group and indicates capital efficiency, as the performance evaluation indicator, and shall deliver shares of the Company calculated based on the performance-linked coefficient determined in accordance with the consolidated return on equity for the previous fiscal year and the basic amount for each position. The amount equivalent to the payment varies in the range of 0 to 200% depending on the consolidated return on equity. In addition, the Company has established a three-year transfer restriction period from the time of delivery of the shares to be delivered.

2) Non-Executive Director

The remuneration for Non-Executive Directors consists of fixed remuneration only, and the total remuneration based on their position is paid in equal monthly installments from July to June of the following year. The remuneration level is designed to be appropriate for each position by comparing and verifying it with objective data such as remuneration levels from external remuneration consultants and remuneration survey data from external research organizations, and by taking into consideration the appointment of each Director as a member of important committees and the nature of their duties.

iii. Process of determining remuneration

The Company has established the Nomination and Remuneration Advisory Committee as a non-statutory advisory body to the Board of Directors in order to ensure objectivity and transparency in the process of determining remuneration, etc. and provide an appropriate amount of remuneration. The amount of remuneration for the Company's Directors and the method of calculating such amount shall be determined by resolution of the Board of Directors based on the opinion of the Nomination and Remuneration Advisory Committee and within the scope of the remuneration limit determined by resolution of the General Meeting of Shareholders.

The Nomination and Remuneration Advisory Committee shall review matters such as the total amount of remuneration for Directors, confirmation of the amount of remuneration for individual Directors, and the policy of remuneration, etc. for Directors, and report to the Board of Directors. Among the remunerations for Directors, the amount of remuneration and the number of shares to be paid for performance-linked remuneration shall be determined in unison in accordance with a predetermined method.

b. Audit and Supervisory Board Members

Remuneration for Audit and Supervisory Board Members is a fixed amount according to their respective positions in the Company. The amount of remuneration is determined through discussion by the Audit and Supervisory Board Members within the scope of the remuneration limit determined by resolution of the General Meeting of Shareholders.

(4) Policies and procedures in nominating the candidates for Directors and Audit and Supervisory Board Members and the dismissal of senior management

The Board of Directors determines the candidates for Directors through the consideration and opinions of the Nomination and Remuneration Advisory Committee based on the evaluation of the qualifications required for Directors such as personality, insight, ability, experience, ethical viewpoint, etc., in addition to performance and

other factors. The candidates for Independent Outside Directors shall satisfy the independence criteria for outside officers prescribed by the Company.

In the selection of the candidates for Audit and Supervisory Board Members, the Director and President prepares a personnel proposal based on the evaluation of the qualifications, etc. required for Audit and Supervisory Board Members, such as personality, insight, ability, experience, ethical viewpoint, etc. and then the Board of Directors determines those candidates after obtaining the consent of the Audit and Supervisory Board.

If a Director falls under the criteria for considering dismissal prescribed by the Company, such as a continuation of poor business performance in a certain period or an occurrence of a significant scandal, the Company considers as to whether or not it is necessary to dismiss the Director. Specifically, the Company discusses with the parent company, and if the dismissal is deemed relevant in consideration of external environmental factors, etc., the Board of Directors determines that it dismisses the person from Representative Director, Director with titles and other positions and does not nominate the person as a reelection candidate for Director.

(5) Explanations on individual selections and nominations in nominating the candidates for Directors and Audit and Supervisory Board Members

The Company describes the explanations on individual selections and nominations in nominating the candidates for Directors and Audit and Supervisory Board in the notice of the General Meeting of Shareholders, Registration Statement of Independent Officers, as well as [Directors] and [Audit and Supervisory Board Members] of this report. The notice of the General Meeting of Shareholders is announced on the Company's website.

(<https://www.organo.co.jp/english/ir/general-meeting-of-shareholders/>)

Supplementary Principle 3.1.3 Initiatives on Sustainability and Investments in Human Capital and Intellectual Properties, Etc.

(1) Initiatives of the Company on sustainability

In order to enhance the sustainability of its business activities and contribute to the realization of a sustainable society and global environment, the Organo Group has integrated its Medium-term Management Plan and Long-term Management Plan with the sustainability policy and promotes management that links its business activities with ESG initiatives.

In the fiscal year 2025, the Group promoted measures to instill the human rights policy among employees and revised the Company Code of Conduct. By solidifying the foundation of its business through thorough compliance and strengthened governance and by continuously developing its optimization technologies cultivated in water treatment, the Group will provide products and services that contribute to resolution of customers' sustainability issues, water environment conservation, and mitigation of global warming. The sustainability policy, sustainability promotion structure, materiality, various initiatives, and other information are disclosed on the Company's website.

(<https://www.organo.co.jp/english/company/sustainability/concept/>)

(2) Response to climate change (disclosure in accordance with TCFD recommendations and other frameworks)

1) Governance

a. Sustainability Committee

The Company has established the Sustainability Committee, chaired by the Representative Director and President, as the executive body for the Organo Group's sustainability management. The Committee formulates basic policies, plans, and targets related to sustainability, including climate-related action policies, and monitors the implementation status and progress of measures.

In the fiscal year 2025, the Committee met five times, deliberated on materiality, KPIs, greenhouse gas (GHG) reduction targets, etc., and confirmed the statuses of implementation and progress of measures and the results of KPIs.

Important basic policies, plans, targets, etc. deliberated by the Committee are submitted to the Board of Directors for final decision, and the results and progress of important measures and KPIs are reported to the Board of Directors, as appropriate. In the fiscal year 2025, two reports were made to the Board of Directors.

b. Sustainability Executive Council

The Company has established the Sustainability Executive Council as a subordinate organization of the Sustainability Committee to promote specific measures based on the basic policies and plans. The

Sustainability Executive Council establishes a working group for each current sustainability issue, appoints working group members from the relevant divisions and Organo Group companies, and promotes initiatives to resolve issues. The implementation status and progress of measures implemented by the Sustainability Executive Council are reported to the Sustainability Committee.

c. Risk Management Committee

Sustainability-related risk management is encompassed by the Organo Group's overall risk management, including sustainability.

Serving as the core (hub), the Risk Management Committee analyzes and evaluates risks identified within the Group, specifies major risks for the Group, and determines the divisions responsible for addressing them. Such divisions are responsible for leading the countermeasures to the major risks specified.

2) Strategy

The Organo Group conducted scenario analysis based on the 1.5°C scenario (referring to World Energy Outlook (WEO) 2023 Net Zero Emissions by 2050 (NZE) Scenario, the International Energy Agency (IEA), etc.) and the 4°C scenario (referring to RCP8.5, the Intergovernmental Panel on Climate Change (IPCC), etc.). For the two scenarios, the Group extracted risks and opportunities, evaluated them in terms of the degree of financial impact, and quantified the financial impacts of risks and opportunities that are significant and whose specific impacts are currently predictable. While evaluating the impact of the risks on the Company's profit for the fiscal year in question, the Company intends to carefully examine the specific impact of the opportunities on its business performance through review of future business plans. Whereas some Group companies had been excluded from the scope of analysis until the fiscal year 2024, for the current fiscal year, the Group conducted scenario analysis covering all consolidated Group companies as of the fiscal year 2025.

3) Risk management

Under the supervision of the Sustainability Committee, a climate-related scenario analysis working group established by the Sustainability Executive Council conducted scenario analysis, covering all consolidated Group companies as of the fiscal year 2025. Risks and opportunities for future business brought about by climate change were extracted and quantitative analysis of financial impact was conducted. The Sustainability Committee analyzed and evaluated the financial impact of the risks and opportunities examined by the working group from the perspective of degree of significance, likelihood of materialization, and timeframe of impact, etc., and quantified major risks.

Risk management, including sustainability, at the Organo Group is promoted by the Risk Management Committee as the core (hub), in cooperation with the Sustainability Committee. The Risk Management Committee takes the initiative in managing short- to medium-term major risks, while the Sustainability Committee continues to take the initiative in managing long-term major risks (covering up to 2050).

The direction of responses to the identified medium- to long-term climate-related major risks is determined by the Long-term Management Plan Promotion Meeting and is reflected in the medium-term management plan and single-year profit plan, and the plans are deliberated by the Management Meeting and decided by the Board of Directors. The Sustainability Executive Council reports to the Sustainability Committee on the implementation status and progress of responses to climate-related medium- and long-term risks, and the Sustainability Committee reports to the Board of Directors, as appropriate.

In the event that large expenditures are to be made or assets are to be acquired or disposed of in response to these risks and opportunities, the matter is brought to the Management Meeting and the Board of Directors for deliberation, depending on the nature and the amount.

4) Metrics and targets

The Organo Group recognizes that climate change is a serious issue that must be addressed on a global scale, and has set the greenhouse gas (GHG) emissions reduction targets and is working to reduce GHG emissions in order to realize a sustainable society. The Group set a new Scope 3 target for 2030: a 20% reduction in GHG emissions per gross profit (compared to the fiscal year 2021).

Scope 1 and 2 emissions in the fiscal year 2025 decreased by 41% compared with the fiscal year 2021 levels. The decrease was mainly due to the step-by-step introduction of electricity derived from renewable energy sources. As well as promoting emissions reduction initiatives through the introduction of electricity derived from renewable energy sources at Organo Group sites, the Group evaluates the status of achievement. Scope 3 emissions in the fiscal year 2025 decreased by 28% per gross profit compared with the fiscal year 2021 levels. This decrease in the fiscal year 2025 was mainly attributable to the improved business profitability (increased gross profit). We will continue to promote Scope 3 reduction measures to ensure achievement of the target in the fiscal year 2030 through the planned measures.

The Group's responses to climate change are disclosed on the Company's website.

(<https://www.organo.co.jp/en/sustainability/environment/climate/>)

(3) Investments in human capital and intellectual properties, etc.

The sources of the Company's competitiveness are its employees, who have acquired unique skills (i.e., technology, knowledge, and experience) through years of engagement in businesses that support a wide range of industrial sectors and social infrastructure, and the organization that enables their skills to be effectively utilized, and strengthening these components is at the heart of investment in human capital. Therefore, based on the conviction that when individual employees can work with vitality and experience job satisfaction, the Group will grow and individuals will also grow, the Company is striving to expand investment in human capital, including enhancement of various systems that support work styles, such as work from home and super flextime systems, establishment of a policy to increase training expenses per person, introduction of a skill map to quantitatively identify the match with the human resource requirements, increase of workforce by hiring experienced people, utilization of female managers and foreign national employees, and reflecting of the results of engagement surveys in personnel policies.

Above all, as a measure to strengthen human resources development, in addition to conventional hierarchical training, the Company has introduced elective training that all employees begin autonomously in the wake of assessments and a digital human resource development system aimed at developing human resources capable of business transformation and creation. The Company invests intensively in education for employees selected from managers to become part of the Company's future management team and designates the positions of employees with highly specialized expertise as expert positions. In order to create a culture of taking on challenges, the Company has introduced a business improvement award program to commend departments that have achieved operational improvement. Moreover, to expand support for ability development, willingness to learn, and challenges, the Company has expanded its support system for acquiring qualifications. The "career counseling service" established in the fiscal year 2024 is working to strengthen psychological safety of employees. Furthermore, to enhance engagement, the Company is fostering stronger relationships between superiors and subordinates through the introduction of a one-on-one meeting system. By promoting personnel transfers (rotation), the Company is promoting initiatives to realize challenges and innovation based on experience and knowledge.

As regards investments in intellectual properties, the Company has expanded R&D investment with a target of 2.0% or more of consolidated net sales, and, through a "dual approach," aiming to deepen our core technologies and create value for the society of tomorrow, the Company is strengthening development of technologies that address the need for higher purity as semiconductor miniaturization advances, as well as GHG emissions reduction and water and resource recycling technologies that contribute to a sustainable society.

The Company is committed to aggressive R&D investment. As well as promoting R&D in line with its technology development roadmap for focused areas, the Company will strengthen research functions for the purpose of creating medium- to long-term R&D themes and co-creation with external parties. In new business areas, the Company will set investment stage gates to ensure efficient development.

Supplementary Principle 4.1.1 Scope and Content of Matters Delegated to the Management

In accordance with the provisions of the Board of Directors Regulations and the Detailed Regulations on the Operations of the Board of Directors, the Board of Directors makes decisions on important business execution including the formulation of the Medium-term Management Plan and the profit planning of a single fiscal year, investments over a certain amount and other matters. With regard to decisions on business execution for matters other than those to be determined by the Board of Directors, the Company prescribes the scope and content of matters delegated to the Management Meeting, Director and President, supervising Directors and others according to the scale, characteristics and significance, etc. of each matter in the Authorization Regulations, the Management Meeting Regulations and the Internal Approval Regulations.

Principle 4.9 Independence Criteria and Qualifications for Independent Outside Directors

An outside officer of the Company shall be deemed as not satisfying the requirements for independence if any of the following statuses are applicable to him/her.

- (1) A person who is currently, or who has been during the past ten years, an executive of the Company or a subsidiary of the Company.
- (2) A person who is currently, or who has been during the past ten years, a non-executive director or an accounting advisor of the Company or a subsidiary of the Company (applicable only in the case of Outside Audit and Supervisory Board Members).

- (3) A person who is currently, or who has been during the past ten years, an executive or a non-executive director of the Company's parent company.
- (4) A person who is currently, or who has been during the past ten years, an Audit and Supervisory Board Member of the Company's parent company (applicable only in the case of Outside Audit and Supervisory Board Members).
- (5) A person who is currently, or who has been during the past ten years, an executive at a sister company of the Company.
- (6) A person who is currently, or who has been during the past one year, either a person who has the Company as a major business partner, or an executive of such an entity.
- (7) A person who is currently, or who has been during the past one year, either a person who is a major business partner of the Company or an executive of such an entity.
- (8) A person who is currently, or who has been during the past one year receiving a large amount of money or other assets from the Company other than remuneration for directors (and other officers) either as a consultant, an accounting professional, or a legal professional.
- (9) A person who is currently a major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation).
- (10) A person who is currently an executive at an entity under circumstances where outside officers are mutually appointed between said entity and the Company.
- (11) A person who is currently an executive at an entity that is receiving a significant amount of donations from the Company.
- (12) A person whose spouse or relative within second degree of kinship falls under any of (1) through (8) above (limited to material persons).

Supplementary Principle 4.10.1 Nomination and Remuneration Advisory Committee

The Company has established the Nomination and Remuneration Advisory Committee as a non-statutory advisory body to the Board of Directors for the nomination, remuneration, and other related matters of the Directors.

Basic principles of the independent nature of the member of the committee, as well as the authority and role of the committee are stipulated in "Supplementary explanation" in the section [Directors] of "II 1. Organizational Composition and Operation."

Supplementary Principle 4.11.1 Views on the Appropriate Balance Between Knowledge, Experience and Abilities, Diversity and Size of the Board of Directors as a Whole

The number of the Company's Board of Directors shall be between three and ten, and in principle, one-third or more of its members shall be Outside Directors who satisfy the requirements for independence described in the Criteria for Independence of Outside Officers.

In addition, the Company believes that ensuring the diversity of the Board of Directors is useful for its deliberation to be made in a multifaceted and effective manner, and shall select in a balanced way persons with diverse knowledge, experience and ability regardless of age, gender, region or race.

The Board of Directors of the Company currently consists of nine Directors including five Independent Outside Directors, and each Outside Director has diverse knowledge, experience and abilities. Therefore, the Company considers the Board of Directors to be well-balanced and well-diversified and of an appropriate size.

In addition, Independent Outside Directors include those who have management experience in other companies, etc. The Company has identified the following combination of skills necessary for achieving the medium- to long-term management plan: corporate management/management strategy; finance/accounting, legal affairs/risk management; global; sales/marketing; technology; human resource strategy; and sustainability. The Company believes that it should maintain the overall balance and diversity of the Board of Directors to make the Board of Directors effective by selecting in a balanced manner Directors who have these skills. In the fiscal year 2024, in order to make skill selection more transparent, the definition of each skill and the reason for selection were determined after discussions at the Nomination and Remuneration Advisory Committee.

Information about the combination of the skills possessed by each Director (a skill matrix), the definition of each skill, and the reason for selection has been included in the notice of the General Meeting of Shareholders for the Ordinary General Meeting of Shareholders held in June 2026. The notice of the General Meeting of Shareholders is announced on the Company's website.

(<https://www.organo.co.jp/english/ir/general-meeting-of-shareholders/>)

Supplementary Principle 4.11.2 Status of Concurrent Positions of Directors

In principle, outside officers of the Company shall not concurrently serve as director or audit and supervisory board member of more than three listed companies excluding the Company.

The status of concurrent officer positions of Directors and Audit and Supervisory Board Members in other listed companies are described in the notice of the General Meeting of Shareholders, annual securities reports, as well as [Directors] and [Audit and Supervisory Board Members] of “II 1. Organizational Composition and Operation” in this report. The notice of the General Meeting of Shareholders is announced on the Company’s website.

(<https://www.organo.co.jp/english/ir/general-meeting-of-shareholders/>)

Outside officers of the Company currently do not serve as directors or audit and supervisory board members of more than three listed companies excluding the Company.

Supplementary Principle 4.11.3 Analysis and Assessment of Overall Effectiveness of the Board of Directors

Every year, in order to continue to improve the effectiveness of the Board of Directors, the Board of Directors performs an analysis/assessment on the overall effectiveness of the Board of Directors, and releases a summary of the results.

The overview of the analysis/assessment performed on the overall effectiveness of the Board of Directors conducted in the fiscal year 2026 is as follows:

(1) Analysis/assessment method relating to the overall effectiveness of the Board of Directors

A survey was conducted according to the following outline. In reference to the results, the Board of Directors performed analysis/assessment in regard to the overall effectiveness of the Board of Directors and future initiatives were discussed.

- Scope: a total of 12 people including all Directors of the Company (nine) and all Audit and Supervisory Board Members of the Company (three)
- Period: fiscal year 2025 (April 2025 to March 2026)
- Implementation timing: February 2026 to May 2026
- Implementation method: A survey by a third-party organization
- Questions (major items): “Composition and functions of the Board of Directors,” “Operation of the Board of Directors/committees,” “Management strategies and management plan,” “Internal control and risk management,” “Performance of and support systems for Directors and Audit and Supervisory Board Members,” “Dialogue with shareholders (investors),” etc.

(2) Overview of the analysis/assessment relating to the overall effectiveness of the Board of Directors

As in the previous fiscal year, a questionnaire survey by a third party was conducted to confirm changes from the previous fiscal year in addition to assessing the effectiveness of the Board of Directors in the fiscal year 2026.

The results were positive and showed that the overall effectiveness of the Company’s Board of Directors was generally comparable to that in the previous fiscal year, and was equal to or better than the average of other companies. Meanwhile, several opinions were expressed about matters to be discussed at Board of Directors meetings and the Company extracted issues from among them.

Regarding the items identified as issues based on the results of the assessment conducted in the fiscal year 2025, the results of the fiscal year 2026 assessment were either unchanged or showed slight improvement, confirming that the initiatives addressing the issues in the fiscal year 2025 were effective even if moderately.

Based on these assessment results, the Company has identified the following four issues to be addressed in the future in order to enhance the effectiveness of the Board of Directors.

(3) Issues to be addressed and initiatives in the fiscal year 2026

1) Establishment of internal control systems, including those of overseas subsidiaries, and management and supervision of their operation; strengthening of Group governance and initiatives for that purpose

As the proportion of overseas sales increases and the importance of overseas subsidiaries further increases, the Board of Directors will work to establish and monitor the Group’s internal control systems, including overseas subsidiaries, and promote the strengthening of governance.

2) Securing of human resources and human resources development in line with the global strategy

The Company will identify the organizational functions required for future business development and individual employees’ skills, visualize employees’ current skills, and reflect the gap between the current

status and future requirements in training and career development plans. The Company will promote initiatives that link the human resources strategy with business strategies.

3) Risk management for next-generation growth

Even in a business environment where the proportion of overseas sales is increasing, in order to ensure that the Company will continue to grow beyond 2030 by mastering appropriate approaches to risk-taking and risk response, the Company will improve its proficiency in risk management by providing opportunities to discuss future risks related to securing and developing human resources, R&D, and the expansion of the service solutions business.

4) Support for Outside Directors to further enhance their performance

The Company will provide opportunities for Outside Directors to directly experience the value provided by the Company, including visits to the Company's business sites, such as sites where the Company's equipment has been installed and build-own-operate project sites, as well as interactions with employees working on-site. The Company expects these opportunities to enable Outside Directors to deepen their understanding of the Company's business and provide expert advice and opinions that go beyond general observations, thus promoting discussions at Board of Directors meetings. The Company will also review the operation of Board of Directors meetings to create an environment that fosters more open and frank discussions.

(4) Response to the issues identified in the fiscal year 2025 assessment

The status of the initiatives in the previous fiscal year to address the issues identified in the assessment in the fiscal year 2025 is as described below.

- Establishment of internal control systems, including those of overseas subsidiaries, and management and supervision of their operation

The Company engaged external consultants to grasp the current situation and conducted an analysis of the current situation based on interviews with relevant departments/divisions and overseas subsidiaries. The Company also defined current issues and the desired future state, on which basis it identified specific issues through interviews with officers and formulated a list of countermeasures and a roadmap. These findings were reported to the Board of Directors and opportunities for discussion were provided at Board of Directors meetings regarding future initiatives to strengthen Group governance.

- Human resource strategy and initiatives for improving employee engagement, ensuring diversity of core personnel, securing of human resources, human resources development, etc.
“Progress of measures to revitalize the human resource strategy and initiatives” was submitted as a matter to be deliberated at a Board of Directors meeting and the status of these initiatives was reported. Also, opportunities for discussion were provided at Board of Directors meetings regarding the use of a skill map that visualizes the types and levels of the Company's general business operations, progress, etc.
- Discussions on “linkage between the Group's intellectual property strategy and business strategies”
“Matter concerning the intellectual property strategy” was submitted as a matter to be deliberated at a Board of Directors meeting and the current status of the Company's intellectual property was reported. Also, opportunities for discussion were provided regarding the targeted direction, the Company's issues, measures, etc.
- Discussions on “analysis and evaluation of cost of capital, etc.” and “consideration of business portfolio”
“Matters concerning the cost of capital and business portfolio” was submitted as a matter to be deliberated at a Board of Directors meeting. Regarding the business portfolio, comparison was made based on growth potential and ROE by business and by region. Regarding the cost of capital, as well as seeking a common understanding of measures to maintain and improve ROE and other matters, opportunities were provided to discuss the progress of deliberations on the next fiscal year's profit plan, including capital policy.

Supplementary Principle 4.14.2 Policy on Training for Directors and Audit and Supervisory Board Members

In order for Directors and Audit and Supervisory Board Members (including outside officers) to acquire knowledge necessary for appropriately fulfilling their roles and duties, the Company offers or arranges training opportunities based on the following policies at the expense of the Company.

- (1) If Directors or Audit and Supervisory Board Members newly assume office, the Company implements or arranges training relating to their duties and responsibilities as officers, and provides opportunities to obtain

explanations regarding the Company's management plan, business overview, internal rules and other regulations.

- (2) After those persons assume office as Directors or Audit and Supervisory Board Members, the Company continues to implement training relating to laws and regulations, management, compliance, etc. by external lecturers and the Company's departments in charge, and also arranges for external organizations to provide training. In addition, the Company explains its businesses as necessary and offers opportunities such as office inspections so that those persons can deepen their understanding regarding the Company's businesses.
- (3) The Company implements or arranges training relating to the duties and responsibilities as officers for Executive Officers who are to be candidates for future Directors.
In addition, the Board of Directors and the Audit and Supervisory Board check the implementation status of training every year.

Principle 5.1 Policy Relating to Constructive Dialogue With Shareholders

The Company's policies relating to the system establishment, initiatives and other matters for promoting constructive dialogue with shareholders, etc. of the Company are as follows:

- (1) The Director supervising the Corporate Strategy and Planning Dept. manages the overall dialogue with shareholders, etc., and promotes constructive dialogue with shareholders, etc.
- (2) The responsible person of Corporate Strategy and Planning Dept. serves as a contact point for dialogue with shareholders, etc., and in accordance with the purpose and contents of meetings, the Director and President, other Directors including outside Directors, Audit and Supervisory Board Members or General Manager of Corporate Strategy and Planning Dept. etc., respond under the reasonable scope.
- (3) The Corporate Strategy and Planning Dept. plays a key role in the dialogue with shareholders, etc., exchanging information with the Accounting Dept., the Legal Dept. and other relevant departments/divisions on a daily basis, and strives to provide accurate and fair information.
- (4) In addition to individual meetings and group meetings with shareholders, etc., the Company holds a financial results presentation for investors half yearly and overseas roadshows, utilizes investor conferences hosted by securities companies and enhances information disclosures through its website, the notice of the General Meeting of Shareholders, financial results presentation materials and other media.
- (5) The Company reports to the Board of Directors material matters from among the evaluation/comments obtained through investor briefing sessions and the opinions obtained through the dialogue with shareholders.
- (6) In accordance with the Insider Transaction Prevention Regulations and the Disclosure Policy, the Company ensures information protection and management and makes efforts for fair disclosure.
- (7) The Company strives to identify beneficial shareholders in order to ensure effective dialogue with shareholders, etc.

Status of Dialogue with Shareholders, Etc.

The status of dialogue with shareholders and others in the fiscal year 2025 is as follows:

- 1) Main respondents
The Representative Director and President is the main speaker at financial results presentations, small meetings, company briefings for individual investors, etc., and day-to-day dialogue is conducted by the person in charge of the Investor Relations Office of the Corporate Strategy and Planning Dept. in accordance with the policy regarding constructive dialogue with the above shareholders and others.
- 2) Overview of investors with whom dialogue was held
Dialogues were held with analysts of domestic and overseas securities companies as well as analysts and fund managers on the institutional investor side, both domestic and overseas.
- 3) Main themes of dialogue and shareholder interests
 - Business performance (actual and forecast)
 - How does the Company perceive the market environment?
 - Shareholder returns and investment for growth
 - Strengths compared to competitors
 - For situations of the parent-subsidiary listings (background, synergies, governance)
- 4) Status of feedback of shareholder and other opinions, etc. to management and the Board of Directors
They are reported quarterly at the Board of Directors meeting.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Contents of description [Update]	Disclosure of initiatives (update)
Disclosure in English [Update]	Available
Date of update [Update]	June 29, 2026

Explanation [Update]

The Company recognizes that promoting management that is conscious of cost of capital and stock price is important for achieving sustainable growth and enhancing corporate value over the medium to long term. The Board of Directors analyzes the current status of cost of capital, return on capital, and market evaluation, such as stock price levels. The Company also actively engages in dialogue with investors through disclosure of the cost of equity in financial results presentation materials for institutional investors and in the ORGANO GROUP REPORT, etc. Based on past trends, the Company estimates its cost of equity to be around 8% to 10%. ROE for the fiscal year ended March 31, 2026, was 21.5%, and PBR (price to book value ratio) was well above 1x. Under the medium- to long-term management plan “ORGANO 2030,” achievement of ROE exceeding the cost of equity is the target. In order to achieve stable return on capital and a favorable market evaluation, the Company aims to balance and expand investment in growth and shareholder returns by strengthening the business foundation, expanding research and development, exploration of new business opportunities and their subsequent promotion.

Overview of the financial condition and the status of cash flows including cost of capital is available in the Company’s securities reports (in Japanese).

(<https://www.organo.co.jp/ir/report2/>)

2. Capital Structure

Ratio of shareholding by foreign investors	From 20% to less than 30%
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[Status of Major Shareholders] [Update]

Name	Number of shares held (shares)	Holding ratio (%)
Tosoh Corporation	20,379,900	44.28
The Master Trust Bank of Japan, Ltd. (Trust account)	4,592,000	9.98
Custody Bank of Japan, Ltd. (Trust account)	1,755,340	3.81
KBC BANK NV-UCITS CLIENTS NON TREATY	1,111,590	2.42
THE BANK OF NEW YORK MELLON 140044	732,738	1.59
NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT	717,730	1.56
STATE STREET BANK AND TRUST COMPANY 505001	643,170	1.40
Mizuho Bank, Ltd.	464,368	1.01
RBC IST 15 PCT LENDING ACCOUNT – CLIENT ACCOUNT	371,140	0.81
JP MORGAN CHASE BANK 385781	368,644	0.80

Controlling shareholder (excluding the parent company)	_____
Parent company	Tosoh Corporation (Listing: Tokyo) (Code) 4042

Supplementary explanation

3. Corporate Attributes

Listed stock market and market section	Prime Market of the Tokyo Stock Exchange
Fiscal year-end	March
Type of business	Machinery
Number of employees (consolidated) at the end of the preceding fiscal year	1,000 or more
Net sales (consolidated) during the preceding fiscal year	From ¥100 billion to less than ¥1 trillion
Number of consolidated subsidiaries at the end of the preceding fiscal year [Update]	Less than 10

4. Policy for Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

With regard to the policy for measures to protect minority shareholders in conducting transactions with the parent company group, the Company shall make reasonable decisions referring to contract terms and market prices, in a similar manner as with transactions with other companies that do not have a capital relationship with the Company.

Moreover, the Company established the Special Committee, which monitors and supervises issues regarding conflicts of interest between the parent company group and minority shareholders in important transactions, etc. with the parent company group.

The details of the activities of the Special Committee are described in “5. Special Circumstances Which May Have Material Impact on Corporate Governance” below.

5. Special Circumstances Which May Have Material Impact on Corporate Governance [Update]

[The parent company’s approach to and policy on Group management]

(1) Positioning of the Organo Group in the parent company’s business portfolio strategy

The parent company group’s businesses are classified into two categories: the “chain businesses” consisting of highly efficient product chains starting with salt electrolysis and naphtha cracking, and the “advanced businesses” consisting of businesses that handle cutting-edge technology and products in independent facilities. Based on the business portfolio, which positions the chain businesses as the foundation and the advanced businesses as the growth driver, the entire group is working to enhance corporate value.

Within the parent company group, the Organo Group has established a strong position with the Water Treatment Engineering Business Unit, in particular, in the supply of ultrapure water production systems for the electronics industry, which is a growth field. Because of its profitability and high growth potential, the Organo Group’s business is positioned as an important constituent of the portfolio of the advanced businesses. By leveraging each other’s management resources, technologies, and business expertise, initiatives to further strengthen the competitiveness and enhance the value of both the parent company and the Organo Group will be continued.

(2) Significance of having a listed subsidiary

The parent company believes that it is desirable to maintain the Company's listing from the perspective of the uniqueness of the Company's business domain and corporate culture, as well as from the perspectives of maintaining and improving brand recognition and recruiting highly specialized and talented human resources. The parent company also believes that, for the Company, as a listed company, pursuing autonomous management while dealing with diverse stakeholders will contribute to the growth of the Company's business, which in turn will enhance the corporate value of the entire Group.

(3) Current status and future outlook of segregation of business domains within the parent company group
The Organo Group's business has virtually no overlap with products and services of the parent company group, and there is no competition for business opportunities within the Group. Moreover, the parent company and the Company do not have any agreements or group fund management systems that restrict management.

[Approach and measures for securing independence from the parent company necessary from the viewpoint of protecting minority shareholders]

(1) Involvement of the parent company in the decision-making process and details thereof
While the parent company and the Company's management teams regularly have opportunities to share management policies, issues, etc., the Company is not required to obtain the parent company's prior approval with respect to the Company's business activities. Thus, a system is secured in which the uniqueness of the Company is respected and the Company can operate business independently.

(2) Overview of the Special Committee, which was established to ensure independence from the parent company

1) The Company has established the Special Committee as a non-statutory advisory body to the Board of Directors to monitor and supervise issues regarding conflicts of interest between the parent company group and general shareholders for the purpose of ensuring that transactions with the parent company group are conducted fairly and that the interests of general shareholders are adequately protected. The Special Committee consists solely of Outside Directors to ensure independence.

2) The Special Committee consists solely of independent Outside Directors to ensure independence. As a standing committee, it meets at least once a year regardless of whether or not there are any material transactions during the term.

3) The Special Committee deliberates on the following matters and makes recommendations or reports to the Board of Directors.

- Material transactions with the parent company group (transactions that are within the scope of matters to be resolved by the Board of Directors)
- Matters that the Special Committee determines raise concerns about material conflicts of interest between the parent company group and general shareholders
- Confirmation of annual transactions (excluding immaterial transactions) with the parent company group

4) The Special Committee met once in the fiscal year 2025 and confirmed that no transactions with the parent company group constituted material transactions in the fiscal year 2024, that no concerns regarding conflicts of interest between the parent company group and general shareholders existed, and that the ordinary transactions conducted were appropriate.

(3) Method of activities and role of the nominating committee to ensure independence of independent officers from the parent company

At the Company, matters related to the nomination of officers, including the selection and dismissal of officers, are deliberated by the Nomination and Remuneration Advisory Committee, a non-statutory advisory body to the Board of Directors, and then decided by the Board of Directors. The Nomination and Remuneration Advisory Committee consists of a majority of independent Outside Directors and is chaired by an independent Outside Director. Thus, the Company believes that it has secured independence from the parent company in the selection of officers.

Details of the activities of the Nomination and Remuneration Advisory Committee are described in "Supplementary explanation" in the section [Directors] of "II 1. Organizational Composition and Operation."

(4) Parent company's approach to and policy on exercise of its voting rights for the selection and dismissal of independent officers

The parent company exercises its voting rights for proposals relating to the selection of officers of the Company, with due respect for the opinions of the Nomination and Remuneration Advisory Committee of the Company, which has the function of nomination, and in consideration of the qualifications of the candidates for officers.

II Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Supervision in Management

1. Organizational Composition and Operation

Organization form	Company with Audit and Supervisory Board
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[Directors]

Maximum number of Directors stipulated in Articles of Incorporation	10
Term of office stipulated in Articles of Incorporation	1 year
Chairman of the Board of Directors	President
Number of Directors	9
Appointment of Outside Directors	Appointed
Number of Outside Directors	5
Number of independent officers designated from among Outside Directors	5

Outside Directors' relationship with the Company (1) [Update]

Name	Attribute	Relationship with the Company (*)										
		a	b	c	d	e	f	g	h	i	j	k
Daisaku Abe	From another company					△						
Nobuko Hanano	Lawyer											
Naomi Kodama	Academic											
Masaya Chisaki	From another company											
Hirohito Kodama	From another company											

* Categories for "Relationship with the Company"

* "○" when the Director presently falls or has recently fallen under the category;

"△" when the Director fell under the category in the past;

* "●" when a close relative of the Director presently falls or has recently fallen under the category; and

"▲" when a close relative of the Director fell under the category in the past

a Executive of the Company or its subsidiary

b Non-executive director or executive of the parent company of the Company

c Executive of a fellow subsidiary of the Company

d Party whose major business partner is the Company or an executive thereof

e Major business partner of the Company or an executive thereof

f Consultant, accounting professional or legal professional who receives a large amount of money or other assets from the Company other than remuneration as a Director

g Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)

h Executive of a business partner of the Company (which does not correspond to any of d., e., or f.) (the Director himself/herself only)

i Executive of a corporation to which outside officers are mutually appointed (the Director himself/herself only)

j Executive of a corporation that receives a donation from the Company (the Director himself/herself only)

k Other

Outside Directors' relationship with the Company (2) [Update]

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
Daisaku Abe	○	Apr. 1980 Joined The Industrial Bank of Japan, Limited Apr. 2007 Executive Officer of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) Apr. 2009 Managing Executive Officer, Mizuho Financial Group, Inc. June 2012 Managing Director, Managing Executive Officer Apr. 2013 Deputy President and Deputy President-Executive Officer, Mizuho Bank, Ltd. Deputy President-Executive Officer, Mizuho Corporate Bank, Ltd. Managing Executive Officer, Mizuho Securities Co., Ltd. June 2014 Deputy President and Executive Officer, Mizuho Financial Group, Inc. Apr. 2019 Deputy Chairman and Executive Officer June 2019 Director (Audit and Supervisory Committee Member), Mizuho Trust & Banking Co., Ltd. Director (Audit and Supervisory Committee Member), Mizuho Securities Co., Ltd. Outside Director, Mizuho Leasing Company, Limited Apr. 2020 Administrative Officer, Mizuho Financial Group, Inc. June 2020 Director and Chairman (Outside Director), Mizuho Leasing Company, Limited June 2021 Director and Chairman June 2022 Executive Adviser Outside Director, NIPPON STEEL KOWA REAL ESTATE CO., LTD. June 2023 Outside Director of the Company (current position) June 2024 Outside Director of Nissui Corporation (current position)	Daisaku Abe has years of involvement in IT/systems planning, corporate planning and other areas at financial institutions, and possesses deep knowledge of financial operations in general. He also possesses a wealth of corporate management experience through the series of successive officer and executive officer positions that he held at numerous financial institutions, including the role of Deputy President and the role of Deputy President and Executive Officer at the Mizuho Financial Group, Inc. Simultaneously, he has deepened his knowledge of multidimensional corporate management as an outside director of other listed companies. After being appointed as an Outside Director of the Company, he has been giving us useful opinions and advice on the management of the Company, utilizing his abundant knowledge of various kinds. As Chair of the Special Committee, he has been leading the deliberation of matters related to material transactions of the Company's parent company group and the Company. Additionally, as a member of the Nomination and Remuneration Advisory Committee, he has also been contributing to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors. After his appointment, in addition to continuing to fulfill the above-mentioned roles, he is expected to fulfill the roles of Chair of the Nomination and Remuneration Advisory Committee and a member of the Special Committee. In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company has judged that he is capable of appropriately performing his duties as an Outside Director. He also satisfies the requirements for independent officers prescribed by the securities exchange and the criteria for independence of outside officers prescribed by the Company. Therefore, judging that there is no risk of conflict of interest with ordinary shareholders of the Company, the Company has designated him as an independent officer.

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
		Daisaku Abe was in the past the person who executes business of Mizuho Bank, Ltd. (retired in April 2019). As of the end of March 2026, the ratio of the Company's borrowings from Mizuho Bank, Ltd. was approximately 41% in the total amount, however, transactions are determined in the same manner as general transaction conditions, taking into consideration interest rates on the market and other conditions.	

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
Nobuko Hanano	○	Apr. 1991 Joined Nomura Research Institute, Ltd. Oct. 2000 Registered as Lawyer (Dai-Ichi Tokyo Bar Association) (current position) Joined KOHWA SOHGOH LAW OFFICES Oct. 2004 Partner (current position) Mar. 2019 Outside Audit and Supervisory Board Member, Kanro Inc. (current position) June 2021 Outside Audit and Supervisory Board Member of the Company June 2023 Outside Director of the Company (current position)	After working for one of Japan's largest consulting firms as a management researcher, Nobuko Hanano has worked extensively as a lawyer. In addition, she has served as an outside auditor of another listed company, deepening her knowledge on multidimensional corporate management. After being appointed as an Outside Audit and Supervisory Board Member of the Company, she has contributed to improving the effectiveness of the Company's audits. After being appointed as an Outside Director of the Company, she has been giving us useful opinions and advice on the management of the Company, utilizing her abundant knowledge of various kinds. As a member of the Nomination and Remuneration Advisory Committee, she has also been contributing to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors. Additionally, as a member of the Special Committee, she has been contributing to the deliberation of matters related to material transactions of the Company's parent company group and the Company. After her appointment, in addition to continuing to fulfill the above-mentioned roles, she is expected to fulfill the role of Chair of the Special Committee. In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, she also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company has judged that she is capable of appropriately performing her duties as an Outside Director. She also satisfies the requirements for independent officers prescribed by the securities exchange and the criteria for independence of outside officers prescribed by the Company. Therefore, judging that there is no risk of conflict of interest with ordinary shareholders of the Company, the Company has designated her as an independent officer.

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
Naomi Kodama	○	Apr. 1993 Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry) Apr. 2013 Assistant Professor, Institute of Economic Research, Hitotsubashi University Apr. 2016 Associate Professor, School of International and Public Policy, Hitotsubashi University Apr. 2018 Professor, Nihon University College of Economics Apr. 2021 Professor, Faculty of Economics, Meiji Gakuin University (current position) June 2024 Outside Director of the Company (current position) Dec. 2025 Outside Director, SHOEI CO., LTD. (current position)	Naomi Kodama has experience in a wide range of fields at the Ministry of Economy, Trade and Industry. At university institutions, her focus is on research in economics, and recently, she has also been engaged in research on human capital management and deepening her knowledge. After being appointed as an Outside Director of the Company, she has been giving us useful opinions and advice on the management of the Company, utilizing her abundant knowledge of various kinds. As a member of the Nomination and Remuneration Advisory Committee, she has also been contributing to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors. Additionally, as a member of the Special Committee, she has been contributing to the deliberation of matters related to material transactions of the Company's parent company group and the Company. After her appointment, she is expected to continue to fulfill the above-mentioned roles. In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, she also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company has judged that she is capable of appropriately performing her duties as an Outside Director. She also satisfies the requirements for independent officers prescribed by the securities exchange and the criteria for independence of outside officers prescribed by the Company. Therefore, judging that there is no risk of conflict of interest with ordinary shareholders of the Company, the Company has designated her as an independent officer.

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
Masaya Chisaki	○	Apr. 1983 Joined Tokyo Broadcasting System, Inc. (currently TBS HOLDINGS, INC.) June 2018 Director, TBS HOLDINGS, INC. Director, Tokyo Broadcasting System Television, Inc. June 2020 Managing Director, Tokyo Broadcasting System Television, Inc. July 2024 Executive Advisor June 2025 Outside Director of the Company (current position) July 2025 Advisor, Tokyo Broadcasting System Television, Inc. (current position)	Masaya Chisaki has been engaged in stock administration, investor relations, public relations, and human resources and labor management, among others, in the broadcasting industry. Having served as Director of TBS HOLDINGS, INC. and Director and Managing Director of Tokyo Broadcasting System Television, Inc., he has a wealth of experience in corporate management and is well versed in sustainability and governance as well as IR and SR activities. After being appointed as an Outside Director of the Company, he has been giving us useful opinions and advice on the management of the Company, utilizing his abundant knowledge of various kinds. Additionally, he has also been contributing to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors as a member of the Nomination and Remuneration Advisory Committee as well as to deliberations of matters related to material transactions of the Company's parent company group and the Company as a member of the Special Committee. After his appointment, he is expected to continue to fulfill the above-mentioned roles. In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company has judged that he is capable of appropriately performing his duties as an Outside Director. He also satisfies the requirements for independent officers prescribed by the securities exchange and the criteria for independence of outside officers prescribed by the Company. Therefore, judging that there is no risk of conflict of interest with ordinary shareholders of the Company, the Company has designated him as an independent officer.

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
Hirohito Kodama	○	Apr. 1981 Joined Kagome Co., Ltd. June 2006 Executive Officer, General Manager, Corporate Planning Department June 2008 Director & Executive Officer, General Manager, Research & Development Division June 2011 Director & Managing Executive Officer, General Manager, Research & Development Division Apr. 2013 Director & Managing Executive Officer, CEO, Asia Business Company Oct. 2015 Director & Managing Executive Officer, General Manager, Shared Service Preparation Office Apr. 2016 Director & Managing Executive Officer President & Representative Director (Representative Director) of Kagome Axis Co., Ltd. Mar. 2018 Outside Audit & Supervisory Board Member of Dynapac Co., Ltd. Director (Full-time Audit and Supervisory Committee Member) of Kagome Co., Ltd. Mar. 2020 Outside Director of Dynapac Co., Ltd. (Audit and Supervisory Committee Member) (current position) June 2023 Outside Audit and Supervisory Board Member of the Company June 2026 Outside Director of the Company (current position)	Hirohito Kodama has been in charge of corporate management for many years as a director of a major food manufacturer. In addition, as an outside director (Audit and Supervisory Committee Member) of another listed company, he has deepened his knowledge on multidimensional corporate management. After assuming the office of an Outside Audit and Supervisory Board Member of the Company, he has been contributing to enhancement of the effectiveness of the Company's auditing. After his appointment as an Outside Director of the Company, he is expected to give us useful opinions and advice on the management of the Company, utilizing his abundant knowledge of various kinds. Additionally, he is expected to contribute to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors as a member of the Nomination and Remuneration Advisory Committee as well as to deliberations of matters related to material transactions of the Company's parent company group and the Company as a member of the Special Committee. In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company has judged that he is capable of appropriately performing his duties as an Outside Director. He also satisfies the requirements for independent officers prescribed by the securities exchange and the criteria for independence of outside officers prescribed by the Company. Therefore, judging that there is no risk of conflict of interest with ordinary shareholders of the Company, the Company has designated him as an independent officer.

Voluntary establishment of committee(s) equivalent to nominating committee or remuneration committee	Established
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Committee's name, composition, and chairperson's attributes

	Committee equivalent to nominating committee	Committee equivalent to remuneration committee
Committee's name	Nomination and Remuneration Advisory Committee	Nomination and Remuneration Advisory Committee
Total committee members	6	6
Full-time members	0	0
Inside Directors	1	1
Outside Directors	5	5
Outside experts	0	0
Other	0	0
Chairperson	Outside Director	Outside Director

Supplementary explanation [Update]

The Company has established the Nomination and Remuneration Advisory Committee as a non-statutory advisory body to the Board of Directors for the nomination, remuneration, and other related matters of the Board of Directors.

<Main items on agenda>

The Committee ensures the objectivity and transparency of processes relating to the matters provided below and makes recommendations and reports to the Board of Directors.

- (1) Matters relating to the election and dismissal of Directors of the Company (resolution matters of the General Meeting of Shareholders)
- (2) Matters relating to the selection and dismissal of the Representative Director and Directors with titles of the Company
- (3) Matters relating to the election and dismissal of Executive Officers and Executive Officers with titles of the Company
- (4) Matters relating to the policies, regulations and other rules on the election and dismissal, etc. of the Directors and Executive Officers of the Company
- (5) Matters relating to the policies, regulations and other rules on the remuneration, etc. that are received by Directors and Executive Officers of the Company
- (6) Matters relating to the remunerations, etc. that are received by Directors and Executive Officers of the Company
- (7) Necessary matters relating to each of the aforementioned items

<Composition of committee>

• Fiscal year 2025 (81st fiscal year)

Independent Outside Director	Morifumi Wada (Chairperson)
Independent Outside Director	Daisaku Abe
Independent Outside Director	Nobuko Hanano
Independent Outside Director	Naomi Kodama
Independent Outside Director	Masaya Chisaki
Representative Director and President	Masayuki Yamada

• As of submission of this report (82nd fiscal year)

Independent Outside Director	Daisaku Abe (Chairperson)
Independent Outside Director	Nobuko Hanano
Independent Outside Director	Naomi Kodama
Independent Outside Director	Masaya Chisaki
Independent Outside Director	Hirohito Kodama
Representative Director and President	Masayuki Yamada

<Activities in the fiscal year 2025 (81st fiscal year)>

Ten meetings were held during the fiscal year 2025 (81st fiscal year: April 2025 to March 2026).

Activities included the selection of the candidates for Directors, deliberation of the total and individual remuneration amounts for officers, as well as evaluation of officer development and consideration of the officer development plan, benchmark analysis using remuneration survey data, consideration of introduction of ESG-linked remuneration for officers, definition of each skill of the skills matrix, consideration of reason for selection, revision of the officer remuneration system, etc.

[Audit and Supervisory Board Members]

Establishment of Audit and Supervisory Board	Established
Maximum number of Audit and Supervisory Board Members stipulated in Articles of Incorporation	Not limited
Number of Audit and Supervisory Board Members	3

Cooperation among Audit and Supervisory Board Members, the Independent Auditor and the Internal Auditing Dept.

The Audit and Supervisory Board Members of the Company receive reporting from the Internal Auditing Dept. and the Independent Auditor, cooperate with each other, and consult lawyers, etc. as necessary, thereby securing the structure for effective audits.

The Audit and Supervisory Board Members of the Company and the Independent Auditor reports the auditing status and share other information in the regular meetings.

The Audit and Supervisory Board Members of the Company and the Internal Auditing Dept. hold a regular meeting, conduct reporting on internal auditing status and share other information.

Appointment of Outside Audit and Supervisory Board Members	Appointed
Number of Outside Audit and Supervisory Board Members	2
Number of independent officers designated from among Outside Audit and Supervisory Board Members	2

Outside Audit and Supervisory Board Members' relationship with the Company (1) [Update]

Name	Attribute	Relationship with the Company (*)												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Wataru Higuchi	Lawyer										△			
Atsushi Iwamoto	Lawyer													

* Categories for "Relationship with the Company"

* "○" when the Audit and Supervisory Board Member presently falls or has recently fallen under the category;
 "△" when the Audit and Supervisory Board Member fell under the category in the past;

* "●" when a close relative of the Audit and Supervisory Board Member presently falls or has recently fallen under the category; and

"▲" when a close relative of the Audit and Supervisory Board Member fell under the category in the past

a Executive of the Company or its subsidiary

b Non-Executive Director or Accounting Advisor of the Company or its subsidiary

c Non-executive director or executive of the parent company of the Company

- d Audit and supervisory board member of the parent company of the Company
- e Executive of a fellow subsidiary of the Company
- f Party whose major business partner is the Company or an executive thereof
- g Major business partner of the Company or an executive thereof
- h Consultant, accounting professional or legal professional who receives a large amount of money or other assets from the Company other than remuneration as an Audit and Supervisory Board Member
- i Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)
- j Executive of a business partner of the Company (which does not correspond to any of f., g., or h.) (the Audit and Supervisory Board Member himself/herself only)
- k Executive of a corporation to which outside officers are mutually appointed (the Audit and Supervisory Board Member himself/herself only)
- l Executive of a corporation that receives a donation from the Company (the Audit and Supervisory Board Member himself/herself only)
- m Other

Outside Audit and Supervisory Board Members' relationship with the Company (2) [Update]

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
Wataru Higuchi	○	Oct. 1993 Joined Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC) Apr. 1997 Registered as Certified Public Accountant (excluding the period of legal training) (current position) Oct. 2002 Registered as Lawyer (Dai-ichi Tokyo Bar Association) (current position) Joined SEIWA KYODO LAW OFFICE (SEIWA MEITETSU LAW OFFICE) Oct. 2007 Partner June 2016 Outside Director (Serving as Audit and Supervisory Committee Member) of Marubeni Construction Material Lease Co., Ltd. (currently Maruken Lease Co., Ltd.) (current position) Oct. 2018 Representative Partner of OOTEMON LAW AND ACCOUNTING (current position) June 2019 Outside Audit and Supervisory Board Member of the Company (current position) Oct. 2019 Executive Officer of Advance Residence Investment Corporation (current position) Mar. 2022 Inspector, The Professional Golfers' Association of Japan The Company consulted Wataru Higuchi for legal advice, etc. in the past, but the compensation payment from the Company to him in the fiscal year ended March 31, 2019, was less than ¥100,000, which is insignificant. Moreover, from the fiscal year ended March 31, 2020 to the fiscal year ended March 31, 2026, the Company did not make any payments to him for legal advice, etc.	Wataru Higuchi, as a lawyer and certified public accountant, has highly professional knowledge and experience relating to legal affairs, finance and accounting. In addition, he has served as an outside director (Audit and Supervisory Committee Member) of another listed company, deepening his knowledge of multidimensional corporate management. He is expected to contribute to highly effective auditing, utilizing his abundant knowledge of various kinds. In addition to high ethical standards and an ability to make decisions fairly and impartially, which are essential for an Audit and Supervisory Board Member, he also possesses the necessary experience and insight to conduct an appropriate audit on the management of the Company. Therefore, the Company has judged that he is capable of appropriately performing his duties as an Outside Audit and Supervisory Board Member. He also satisfies the requirements for independent officers prescribed by the securities exchange and the criteria for independence of outside officers prescribed by the Company. Therefore, judging that there is no risk of conflict of interest with ordinary shareholders of the Company, the Company has designated him as an independent officer.

Name	Designation as independent officer	Supplementary explanation of the relationship	Reasons for appointment
Atsushi Iwamoto	○	Apr. 1993 Joined the Legislative Bureau House of Councillors Apr. 1999 Registered as Lawyer (Dai-Ichi Tokyo Bar Association) (current position) Joined Anzai Inoue & Toi Law Offices (currently Anzai Law Offices) (current position) Apr. 2011 Civil Conciliation Commissioner, Tokyo Summary Court (current position) Sep. 2017 Special Research Officer, Cabinet Bureau of Personnel Affairs, Cabinet Secretariat (current position) June 2026 Outside Audit and Supervisory Board Member of the Company (current position)	Atsushi Iwamoto has advanced knowledge and extensive experience in legal and labor affairs as a lawyer. In addition, he is well-versed in labor law and personnel affairs systems, having served in government agencies where he mediated between labor and management from a neutral standpoint, as well as having been involved in investigations related to the personnel affairs of national civil servants. After his appointment as an Outside Audit and Supervisory Board Member of the Company, he is expected to contribute to highly effective auditing, utilizing his abundant knowledge of various kinds. In addition to high ethical standards and an ability to make decisions fairly and impartially, which are essential for an Audit and Supervisory Board Member, he also possesses the necessary experience and insight to conduct an appropriate audit on the management of the Company. Therefore, the Company has judged that he is capable of appropriately performing his duties as an Outside Audit and Supervisory Board Member. He also satisfies the requirements for independent officers prescribed by the securities exchange and the criteria for independence of outside officers prescribed by the Company. Therefore, judging that there is no risk of conflict of interest with ordinary shareholders of the Company, the Company has designated him as an independent officer.

[Independent Officers]

Number of independent officers	7
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Matters relating to independent officers

The Company has designated all outside officers who satisfy the requirements for independent officers as independent officers.

[Incentives]

Implementation of measures to provide incentives to Directors	Performance-linked remuneration
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Supplementary explanation

The relevant information is described in this report in [Disclosures Based on the Principles of Japan's Corporate Governance Code] Principle 3.1 Full Disclosure, (3) Policies and procedures in determining remuneration to Directors and Audit and Supervisory Board Members.

Stock option recipients	
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Supplementary explanation

[Director Remuneration]

Disclosure status (of remunerations to individual Directors)	Individual remunerations are not disclosed
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Supplementary explanation [Update]

The remunerations to Directors and Audit and Supervisory Board Members are disclosed in securities reports and business reports.

- The total amount of remuneration, etc. and the number of eligible Directors by the director category of the Company
The following are the total amounts of remuneration, etc. paid to Directors and Audit and Supervisory Members and the number of recipients during the fiscal year 2025 (81st fiscal year: April 2025 to March 2026).

Officer category	Total amount of remuneration, etc.	Fixed remuneration (number of persons) [Monetary remuneration]	Short-term performance-linked remuneration (number of persons) [Monetary remuneration]	Medium- to long-term performance-linked remuneration (number of persons) [Non-monetary remuneration (shares)]
Directors (excluding Outside Directors)	¥226 million	¥84 million (4 persons)	¥94 million (4 persons)	¥48 million (4 persons)
Audit and Supervisory Board Members (excluding Outside Audit and Supervisory Board Members)	¥23 million	¥23 million (1 person)	—	—
Outside Directors	¥55 million	¥55 million (6 persons)	—	—
Outside Audit and Supervisory Board Members	¥21 million	¥21 million (2 persons)	—	—

* The above table includes one Outside Director who retired at the conclusion of the 80th Ordinary General Meeting of Shareholders held on June 27, 2025.

* The above amount of the medium- to long-term performance-linked remuneration [non-monetary remuneration (shares)] is the amount that should be recorded as expenses in the current fiscal year of the remuneration delivered in the current fiscal year and the remuneration to be delivered in the following fiscal year.

- The total amount, etc. by director of the Company
As no one received the remuneration amount, etc. equal to or above ¥100 million in total, such information is not described.
- Material matters among the employee salaries for officers concurrently serving as employees
There are no material matters to be disclosed regarding the employee salaries for officers concurrently serving as employees.

Policy for determining remuneration amounts or calculation methods thereof	Established
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Disclosure of policy for determining remuneration amounts or calculation methods thereof
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The policies and procedures in determining the remunerations to Directors and Audit and Supervisory Board Members are described in this report in [Disclosures Based on the Principles of Japan's Corporate Governance Code] Principle 3.1 Full Disclosure, (3) Policies and procedures in determining remuneration to Directors and Audit and Supervisory Board Members.

The retirement benefit plan for officers was abolished on the date of the 62nd Ordinary General Meeting of Shareholders held on June 28, 2007.

[Supporting System for Outside Directors and/or Outside Audit and Supervisory Board Members]

The Corporate Secretariat Office serves as a contact point to Outside Directors and arranges the schedules while collecting and explaining necessary information.

The Secretariat for the Audit and Supervisory Board serves as a contact point to Outside Audit and Supervisory Board Members and arranges the schedules while collecting and explaining necessary information.

With regard to information communication, except for particularly urgent or highly confidential matters, the Company distributes the materials relating to the agendas and proposals at the Company's Board of Directors to Directors and Audit and Supervisory Board Members sufficiently prior to the date of the Board of Directors. In principle, the Company also distributes agendas and materials regarding important meetings, etc. including the Management Meeting and the Monthly Business Conference prior to the date of those meetings. In addition, the relevant departments/divisions provide advance explanations as necessary.

[Status of Persons Who Have Retired from a Position Such as Representative Director and President]

Retired Representative Director and Presidents, etc. holding advisory or any other position in the Company
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Name	Title/Position	Responsibilities	Working form/conditions (Full-time/part-time, paid/unpaid, etc.)	Date of retirement from position such as President	Term of office
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Total number of retired Representative Director and Presidents, etc. holding advisory or any other position in the Company
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0

Other matters

The Company has a system to delegate the position of Executive Advisor to a person who has retired as Representative Director and President of the Company.

The Executive Advisor offers advice based on his/her experience and knowledge as a corporate manager in order to facilitate a smooth handover between executive management members in the event of changes in management, and engages in specific operations that are commissioned on an individual basis as necessary. No one currently falls under this position.

2. Matters on Functions of Business Execution, Audit and Supervision, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System) [Update]

1 Board of Directors

The Board of Directors consists of nine Directors (including five Outside Directors), holds meetings at least once per month in principle (a total of 14 meetings were held and, in addition, there was one written resolution during the 81st fiscal year), and provides decision-making for the execution of important business and supervises the status of business execution.

In addition, the Company strives to enhance the supervision function over management by setting the ratio of Independent Outside Directors in the Board of Directors at equal to or above one-third (currently composed of a majority).

All three Audit and Supervisory Board Members attend the Board of Directors, receive reporting and explanations regarding the businesses and provide opinions as necessary, thereby auditing the status of business execution by the Representative Director and other management execution members.

2 Audit and Supervisory Board Members and the Audit and Supervisory Board

The Company is a company with an Audit and Supervisory Board and the Audit and Supervisory Board consists of three Audit and Supervisory Board Members (including two Outside Audit and Supervisory Board Members). The Audit and Supervisory Board holds meetings once per month in principle (a total of 14 meetings were held during the 81st fiscal year), prescribes the audit policy for the fiscal year under review, allocation of duties of each Audit and Supervisory Board Member, specific implementation matters and schedules, and audits performance of duties by Directors.

In addition to attending important meetings such as those of the Board of Directors and auditing and verifying the status of decision-making by Directors, Audit and Supervisory Board Members receive reporting regarding the results of audit operations from each Audit and Supervisory Board Member and discuss those matters at meetings of the Audit and Supervisory Board.

Two Audit and Supervisory Board Members have appropriate knowledge relating to finance and accounting, and two members have appropriate knowledge of legal matters.

The Secretariat for the Audit and Supervisory Board has been established to support the duties of Audit and Supervisory Board Members.

3 Nomination and Remuneration Advisory Committee

The Nomination and Remuneration Advisory Committee is established as a non-statutory advisory body to the Board of Directors in order to ensure objectivity and transparency in the process of nominating officers, such as selection/dismissal, etc. of Directors and Executive Officers, and in determining remuneration, etc. for Directors, etc. and to set an appropriate amount of remuneration.

The number of members of the Nomination and Remuneration Advisory Committee shall be equal to or above three Directors selected by the resolution of the Board of Directors, and Outside Directors account for its majority in order to secure the independence of the committee. The Nomination and Remuneration Advisory Committee of the Company currently consists of six members (including five Independent Outside Directors and one Inside Director), of whom one Independent Outside Director serves as the committee chairman. Ten meetings were held during the 81st fiscal year.

4 Special Committee

The Special Committee is established as an advisory body to the Board of Directors for the purpose of practicing fairness when conducting important transactions, etc. with the Company's parent company Tosoh Corporation and its subsidiaries (excluding the Company and the Company's subsidiaries), and monitoring and supervising issues regarding conflicts of interest between the parent company group and minority shareholders in such transactions to appropriately protect the interests of minority shareholders. Currently, the Company's Special Committee solely consists of Independent Outside Directors (five members) and is chaired by an Independent Outside Director. One meeting was held during the 81st fiscal year.

5 Executive Officer System

The Company has introduced an Executive Officer System, and 13 members (in which four Executive Officers concurrently serve as Director) are selected. This system allows for differentiating the "management decision-making and supervision function" of Directors and the "business execution function" of Executive Officers, thereby clarifying responsibilities and accelerating decision-making.

6 Management Meeting

The Management Meeting consists of Executive Directors and Executive Officers with titles, holds meetings twice per month in principle (a total of 23 meetings were held during the 81st fiscal year), and proposes medium- and long-term strategies, etc. and discusses important management agendas. Non-Executive Directors and Audit and Supervisory Board Members are able to participate in the Management Meeting and express opinions, etc., as necessary, and in this way the Company strives to

ensure the effectiveness of supervision by Directors and audits by the Audit and Supervisory Board Members.

7 Monthly Business Conference

The Monthly Business Conference consists of Executive Directors, Executive Officers, General Managers, etc., holds meetings once per month in principle (a total of 12 meetings were held during the 81st fiscal year), reports the matters approved at the Management Meeting and confirms the progress, etc. made in each business, the Medium-term Management Plan and the profit plan for each fiscal year.

In addition, once every quarter the Monthly Business Conference is held as the Group Liaison Conference, whose members include Presidents of group companies, and the same progress confirmation, etc., is made for the overall Group including the group companies.

Non-Executive Directors and Audit and Supervisory Board Members are able to participate in the Monthly Business Conference and express opinions, etc., as necessary, and in this way the Company strives to ensure the effectiveness of supervision by Directors and audits by the Audit and Supervisory Board Members.

8 Compliance Committee

The Compliance Committee consists of eight Internal Officers (including four Directors) and takes initiatives to establish the compliance system and formulate compliance education plans.

9 Risk Management Committee

The Risk Management Committee consists of Executive Directors, Executive Officers with titles, and other members who are selected from General Managers in charge of a division managing Major Risks and from presidents of subsidiaries. The Committee meets four times a year in principle to appropriately manage risks that may have a significant impact on business activities (Major Risks). The Risk Management Committee makes decisions or receives reports on matters necessary to identify, analyze, assess and promote countermeasures to Major Risks, and it submits or reports important matters to the Board of Directors.

10 Sustainability Committee

The Sustainability Committee, which consists of Executive Directors and Executive Officers with titles, plans, proposes and implements measures to promote sustainability management based on the basic policy determined by the Board of Directors.

The Sustainability Executive Council, a subordinate organization, promotes specific measures.

11 Internal Auditing Dept.

The Internal Auditing Office, an organization under the direct control of Representative Director and President in the Internal Auditing Dept., consists of six members and implements internal auditing across the Group. The department implements internal auditing based on the Internal Auditing Regulations, grasps the issues and problems on business executions, and offers advice for enhancing the functions.

In addition, the department holds regular meetings with Audit and Supervisory Board Members, conducts reporting on internal auditing status and shares other information.

The department also holds a meeting with the Independent Auditor as necessary, conducts reporting on internal auditing status and shares other information.

12 Independent Auditor

KPMG AZSA LLC conducted audit during the 81st fiscal year based on the Companies Act and the Financial Instruments and Exchange Act. Two certified public accountants, Kentaro Yamamoto and Takashi Watanabe, executed the operations, and 21 certified public accountants and 61 other staff supported the audit operations.

The Independent Auditor reports the auditing status and shares other information in the discussions with the management and at the regular meetings with Audit and Supervisory Board Members.

13 Independent officers

The Company designates five Outside Directors and two Outside Audit and Supervisory Board Members as independent officers.

14 Limited liability agreements

In accordance with Article 427, paragraph 1 of the Companies Act and the Articles of Incorporation of the Company, the Company has entered into limited liability agreements with Directors (excluding the persons who are Executive Directors, etc.) and Audit and Supervisory Board Members.

15 Indemnity agreements

In accordance with Article 430-2, paragraph 1 of the Companies Act, the Company has entered into indemnity agreements with Directors and Audit and Supervisory Board Members.

3. Reasons for Adoption of Current Corporate Governance System

While emphasizing the decision-making function relating to business executions in the Board of Directors consisting mainly of Directors who are well-versed in practical tasks, the Company sets the ratio of Independent Outside Directors in the Board of Directors at equal to or above one-third (Independent Outside Directors now comprise the majority of the Board of Directors) in order to enhance the supervisory function relating to business execution. Furthermore, the Company enhances the transparency and objectivity relating to the decisions on nomination and remuneration, etc. for Directors, etc. by establishing the Nomination and Remuneration Advisory Committee, in which Independent Outside Directors account for the majority, as a non-statutory advisory body to the Board of Directors.

In addition, Audit and Supervisory Board Members having independent authority to audit conduct auditing from an independent viewpoint, and thereby a monitoring system for management is in place.

The Company has adopted the current corporate governance system based on the aforementioned points.

III Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Energize General Shareholders Meetings and Smooth Exercise of Voting Rights

	Supplementary explanation
Early notification of the General Meeting of Shareholders	In order for shareholders to secure sufficient time to consider the proposals to the General Meeting of Shareholders and exercise their voting rights appropriately, the Company shall send the notice of the Ordinary General Meeting of Shareholders no later than three weeks before the date of the General Meeting of Shareholders and also disclose the content of the General Meeting of Shareholders on the websites of the Company and the Tokyo Stock Exchange.
Allowing electronic or magnetic exercise of voting rights	The Company has adopted magnetic exercise of voting rights.
Participation in electronic voting platform and other efforts to enhance the voting environment for institutional investors	The Company participates in the electronic voting platform operated by ICJ, Inc.
Providing convocation notice in English (translated fully or partially)	In order to facilitate exercising of voting rights by foreign investors, the Company has prepared the Notice of the General Meeting of Shareholders in the English version and discloses it on the websites of the Company and the Tokyo Stock Exchange. The Company's English website (https://www.organo.co.jp/english/)
Other	The Company holds shareholder briefing sessions after the conclusion of the General Meeting of Shareholders. The Representative Director and President (including a person who is expected to assume the position) explains the business overview, future business development, etc., and holds a question-and-answer session. Shareholder briefing session materials are available on the Company's website. (https://www.organo.co.jp/english/ir/)

2. IR Activities [Update]

	Supplementary explanation	Explanation by Representative
Preparation/publication of disclosure policies	The Company prescribes the “Disclosure Policy” as the policy relating to the information disclosure of the Company, and makes the policy available on its website. (https://www.organo.co.jp/english/ir/disclosure/)	
Regular investor briefings for individual investors	The Company held an online company briefing for individual investors once in the fiscal year 2025. The Representative Director and President provides an overview of the Company, the medium- and long-term strategies, and other information, followed by a question-and-answer session, which is attended by many individual investors. The content of the briefings is posted on the Company’s website for a certain period of time.	Yes
Holding regular investor briefings for analysts/institutional investors	The Company holds semi-annual financial results presentations, one for the first six months of the fiscal year and the other for the full fiscal year. The Company has been holding online presentations in which the Representative Director and President provides an overview of the financial results and profit plan, as well as the Medium-term Management Plan, followed by a question-and-answer session. The presentation is attended by about 90 people, mainly institutional investors, and a video of the presentation and a summary of the question-and-answer session are posted on the Company’s website for a certain period of time. The Company also strives to strengthen dialogue with shareholders through small meetings hosted by securities companies and other organizations, as well as individual meetings and facility visits.	Yes
Holding regular investor briefings for foreign investors	In addition to regular participation in conferences hosted by securities companies, the Representative Director and President and the Investor Relations Office attend individual meetings and small meetings. In the fiscal year 2025, the Company conducted overseas roadshows in which the Representative Director and President provided explanations.	Yes
Posting IR materials on the website	The Company’s website contains various disclosure materials including financial results reports, securities reports, quarterly reports, semi-annual reports, presentation materials and explanatory videos for the financial results presentations, materials for timely disclosures, integrated reports, corporate governance reports, and major financial data. English versions of financial results reports, materials for the financial results presentations, materials for the timely disclosures, integrated reports, corporate governance reports, and major financial data are also prepared and posted on the Company’s website. Japanese website (https://www.organo.co.jp/ir/) English website (https://www.organo.co.jp/english/ir/)	

Establishment of the department (responsible person) relating to IR	To enhance dialogue with shareholders, etc., the Investor Relations Office was established in the Corporate Strategy and Planning Dept., as a department specializing in investor relations.	
Other	The Company offers an email newsletter service for investors that delivers the latest IR news.	

3. Measures to Ensure Due Respect for Stakeholders [Update]

	Supplementary explanation
Provisions to ensure due respect for stakeholders in internal rules, etc.	In its Management Philosophy, the Organo Group declares: “Organo serves as a valuable partner company by leveraging its leading-edge technologies cultivated through long experience with water treatment, by contributing to the industries that create the future, and by playing a key role in the development of societal infrastructure.” For the Company, the term “partners” refers to all stakeholders, including customers, business partners, shareholders, employees, and local communities. The Group prescribes the “Organo Group Code of Corporate Conduct” as a basic code of conduct with which officers and employees of the Group must comply. Its individual provisions stipulate the importance of deepening mutual understanding with all stakeholders, respecting others, and cultivating relationships of trust. The “Organo Group Code of Corporate Conduct” is available on the Company’s website. (https://www.organo.co.jp/english/company/ecology/)
Implementation of environmental activities, CSR activities, etc.	The Company promotes environmental activities and other initiatives to fulfill its corporate social responsibility. The Company summarizes the status of these activities in the ORGANO GROUP REPORT, available on its website. (https://www.organo.co.jp/english/ir/group-report/)

IV Matters Related to Internal Control System

1. Basic Views on Internal Control System and Progress of System Development [Update]

The resolution of the Board of Directors regarding the basic policy on the internal control system is as follows:

- 1 System to ensure that Directors and employees perform their duties in compliance with relevant laws and regulations and the Articles of Incorporation
 - The Company shall establish the Organo Group Code of Corporate Conduct and the Compliance Regulations and shall ensure that all officers and employees of the Company are aware of them.
 - To promote compliance, the Company shall establish the Compliance Committee to formulate a compliance education plan, establish a compliance system, and enact other company-wide initiatives.
 - The Company has established the Whistleblowing Regulations in order to ensure the effectiveness of compliance, and the system allows the Company’s officers and employees to directly report to or consult with the Company’s Legal Division, the Audit and Supervisory Board Members, or external lawyers about systematic or personal legal violations, etc.
 - The Company shall seek to raise awareness of compliance by providing compliance training to the Company’s officers and employees as necessary.
 - The Internal Auditing Dept. will perform periodic audits concerning the performance of duties and compliance practices.
 - In order to carry out appropriate financial reporting for the Group, the Company establishes and operates a system of internal control over financial reporting, including the establishment of an internal control policy for financial reporting and the establishment of an Internal Control Division, and evaluates this system.

- 2 System for retaining and managing information pertaining to the performance of duties by Directors
 - The Company shall appropriately retain and manage documents and other information concerning the performance of duties by Directors in accordance with internal rules such as the Information Basic Management Regulations and the Documents Management Regulations.
 - The Directors and the Audit and Supervisory Board Members may inspect such documents and other information as necessary.
- 3 Rules and other systems for management of risk of loss
 - The Company shall establish the Risk Management Basic Regulations and other related rules and establish and operate a risk management system in order to appropriately manage the various risks in business activities.
 - The Company shall establish the Risk Management Committee in order to appropriately manage risks that may have a significant impact on the Group's business activities (major risks) and to identify, analyze, and assess major risks and promote countermeasures to major risks.
 - In the event of a natural disaster, accident, or other unforeseen circumstances, the Company shall establish the crisis headquarters and other systems in accordance with the Crisis Management Basic Regulations and other related rules and implement appropriate measures to minimize damage.
- 4 Systems to ensure efficiency of the performance of duties by Directors
 - The Company shall ensure the establishment of the system that enables appropriate and efficient performance of duties. Specifically, among others, the Board of Directors makes decisions on important business execution and supervises the status of business execution at the meetings (held at least once per month in principle), whereas Executive Directors and Executive Officers with title formulate medium- to long-term strategies, etc. and discuss important management issues at the Management Meetings (held twice per month in principle).
 - The Company has introduced an Executive Officer System to allow differentiation between the "management decision-making and supervision function" of Directors and the "business execution function" of Executive Officers, thereby clarifying responsibilities and accelerating decision-making.
 - In business management, the Company sets company-wide goals based on the Medium-term Management Plan approved by the Board of Directors and the profit plan for each fiscal year, and at the Monthly Business Conference (in principle, held once per month, and once per quarter as the Group Liaison Conference including Presidents of group companies, etc.) consisting of Executive Directors, Executive Officers, and General Managers, etc., ensures the appropriate execution of all projects through evaluating progress reports by the General Managers on the business of each division.
- 5 System to ensure the appropriateness of business operations of the corporate group consisting of the Company, its parent company and subsidiaries
 - A) Systems for the reporting of items related to the performance of the duties of directors, etc. of subsidiaries to the Company

The Company shall provide Group Companies Management Regulations, and require reports from the group companies on management policies/management plans, human resources/organization, accounting/financial affairs, audits, disasters/accidents, and other important matters. These reports shall be made at the Group Liaison Conference (in principle, held once per quarter).
 - B) Rules and other systems for management of risk of loss at subsidiaries

The Company shall include its group companies within the scope of the Risk Management Basic Regulations, apply the risk management system to the entire Group, and manage the risks throughout the Group in a comprehensive manner.
 - C) System to ensure efficiency of the performance of duties by directors, etc. of subsidiaries
 - The Company shall set company-wide goals based on the Organo Group's Medium-term Management Plan approved by the Board of Directors and the profit plan for each fiscal year, and at the Group Liaison Conference shall ensure the appropriate execution of all projects through evaluating business progress reports by the Presidents of each group company.

- The Company shall establish a system to make the business operations of group companies more efficient by providing and sharing indirect business operations and optimizing funding and management.
- D) System to ensure that directors, etc. and employees of subsidiaries perform their duties in compliance with relevant laws and regulations and the Articles of Incorporation
- The Company shall prescribe the Organo Group Code of Corporate Conduct as a basic code of conduct with which all officers and employees of group companies must comply, and seek to spread awareness.
 - The Company shall provide compliance training to the group companies' officers and employees as necessary.
 - The Company's Internal Auditing Dept. shall perform audits concerning the performance of duties and compliance practices of group companies.
 - The officers and employees of group companies are also able to use the Company's whistleblowing system.
- E) Other system to ensure the appropriateness of business operations of the corporate group consisting of the Company, its parent company and subsidiaries
- From the perspective of internal controls pertaining to consolidated financial statements, the Company's Internal Control Division and Accounting Division shall cooperate in the development and operation of the accounting and financial reporting processes of the group companies.
 - The Company shall ensure a certain degree of independence in business activities and management decisions from the Company's parent company, Tosoh Corporation, and promotes appropriate coordination of activities through regular meetings, etc., with the parent company.
- 6 Matters relating to employees that assist the Audit and Supervisory Board Members upon the request of such Audit and Supervisory Board Members for assistance, matters relating to independence of the relevant employees from Directors and matters relating to ensuring effectiveness of directions given to such employees
- The Company shall establish a secretariat for the Audit and Supervisory Board and assign employees that assist in the duties of Audit and Supervisory Board Members.
 - Audit and Supervisory Board Members shall make personnel evaluations of employees that assist in the duties of Audit and Supervisory Board Members, and will determine proper procedures for handling matters related to human affairs, including personnel changes, for employees that assist in the duties of the Audit and Supervisory Board Members with the prior consent of the Audit and Supervisory Board.
 - Employees that assist in the duties of the Audit and Supervisory Board Members shall not receive instructions or orders from executives, but shall follow direct instructions or orders from Audit and Supervisory Board Members.
- 7 System for directors, etc., and employees of the Company and its subsidiaries to report to Audit and Supervisory Board Members of the Company, and system for ensuring that these parties will not be treated adversely due to making reports
- If Audit and Supervisory Board Members of the Company request reports from Directors and employees of the Company and group companies or audit and supervisory board members of group companies, they shall provide an appropriate report without delay.
 - Directors and employees of the Company and group companies or audit and supervisory board members of group companies shall immediately report to the Audit and Supervisory Board Members of the Company if they discover facts that could cause significant damage to the Company or the group companies.
 - Audit and Supervisory Board Members shall participate in important meetings such as the Board of Directors, the Group Liaison Conference, etc., and shall request explanations from the Directors and employees of the Company and group companies as necessary.
 - The Legal Division and external lawyers who serve as contact points for the whistleblowing system shall report to the Audit and Supervisory Board Members of the Company on the whistleblowing information received from the Directors and employees of the Company and group companies in accordance with the Whistleblowing Regulations.
 - The Company's Audit and Supervisory Board Members also serve as a contact point for the whistleblowing system.

- The Company shall ensure that Directors and employees of the Company and group companies who make reports to the Audit and Supervisory Board Members of the Company, or otherwise make a report in accordance with the Whistleblowing Regulations, shall not be treated adversely due to the report or the act of making the report.
- 8 Other systems to ensure that Audit and Supervisory Board Members perform audits effectively
- The Representative Director shall regularly exchange opinions with the Audit and Supervisory Board Members on matters related to overall management.
 - The Audit and Supervisory Board Members shall receive reports from the Independent Auditor, Internal Auditing Dept., and Audit and Supervisory Board Members of group companies, seeking mutual cooperation and consulting with lawyers as necessary.
 - The Company shall bear any expenses incurred by Audit and Supervisory Board Members in the performance of duties, provided that these expenses have not been deemed unnecessary in the performance of duties by Audit and Supervisory Board Members.

2. Basic Views on Eliminating Anti-Social Forces and Progress of Related Efforts

Basic views on eliminating anti-social forces and progress of related efforts are as follows:

<Basic views on eliminating anti-social forces>

The Organo Group Code of Corporate Conduct prescribes its basic policy to “resolutely confront any antisocial forces or organizations that pose a threat to the order and security of civil society, and sever any relationship with such concerned individuals and organizations.”

<Status of development of efforts toward the elimination of anti-social forces>

The Company establishes the responsible person with the General Affairs Dept. managing the overall responses, based on the Organo Group Code of Corporate Conduct toward the elimination of anti-social forces. In addition, the Company cooperates with lawyers, the police and regional companies as external specialized agencies, collects the information relating to anti-social forces and shares the information across the Group. The Company is implementing training activities, etc. as needed for the departments in charge across the Group.

V Other

1. Adoption of Takeover Response Policy

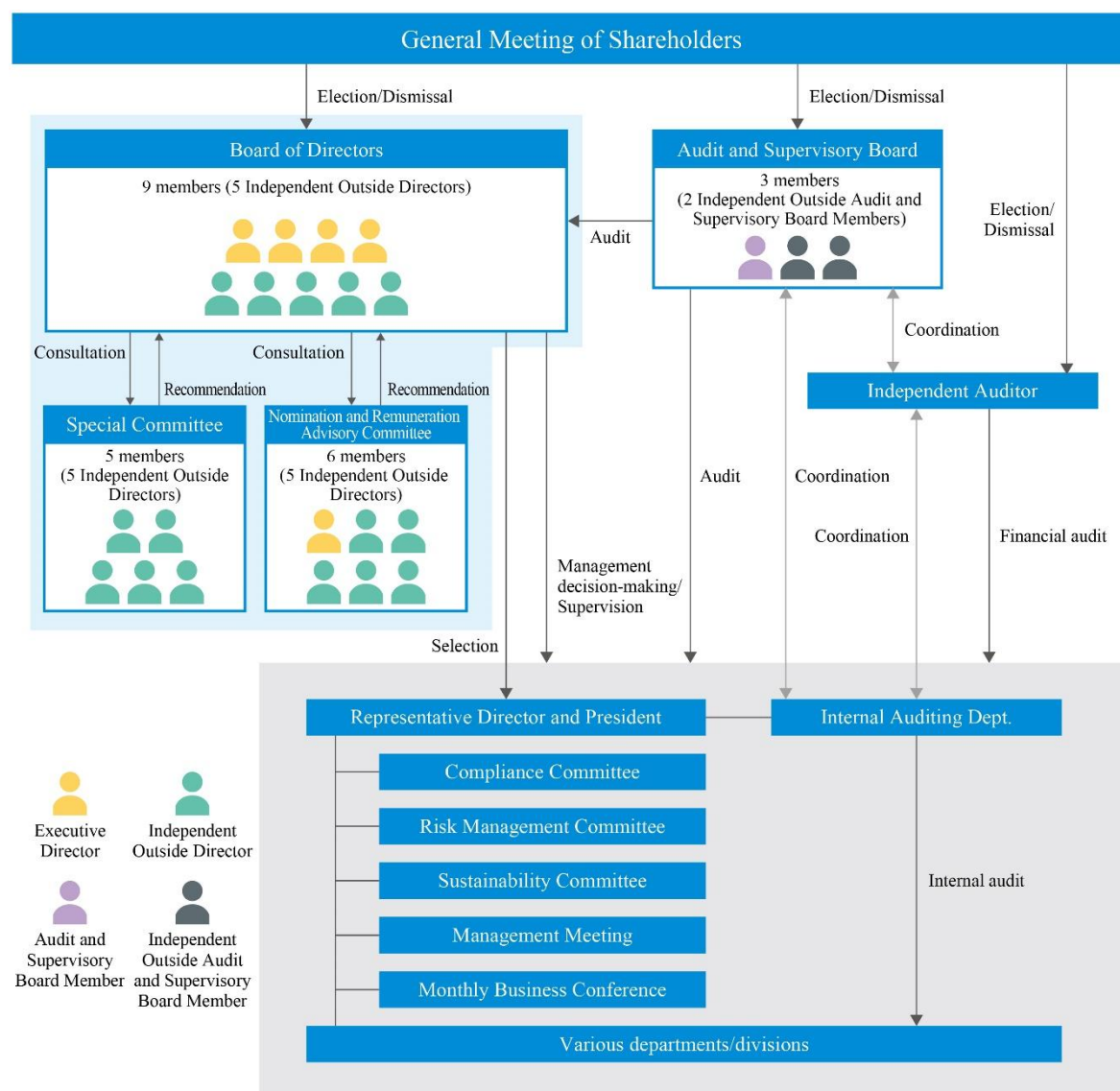
Adoption of takeover response policy	Not adopted
Supplementary explanation	

The Company currently has no plans to introduce a takeover response policy.

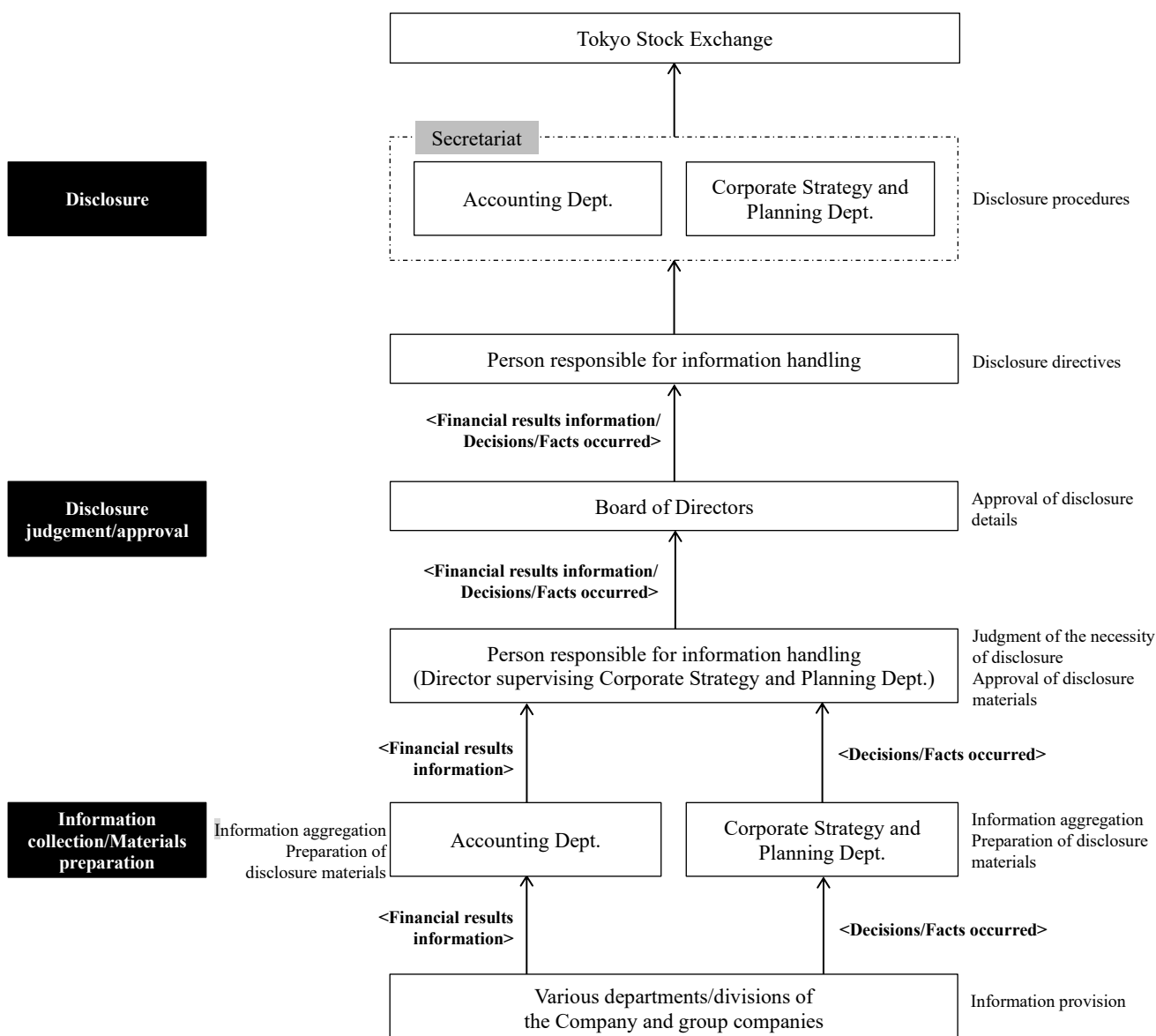
2. Other Matters Concerning Corporate Governance System

Not applicable.

Schematic view of corporate governance structure



Overview of timely disclosure system (schematic view)



* If some information such as the facts occurred and the disclosures based on the fair disclosure rules needs to be disclosed urgently, such information may be disclosed through the confirmation of Director and President after obtaining the approval of the person responsible for information handling (Director supervising Corporate Strategy and Planning Dept.). After disclosure, such matter shall be reported in the Board of Directors.