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(Stock Exchange Code 4914)

June 3, 2025

(Date of Commencement of Electronic Provision Measures: June 2, 2025)

To Shareholders with Voting Rights:

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

NOTICE OF THE 99TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

You are hereby informed that the 99th Annual General Meeting of Shareholders of TAKASAGO INTERNATIONAL CORPORATION (the “Company,” with its subsidiaries, the “Group”) will be held for the purposes as described below.

When convening this General Meeting of Shareholders, the Company has taken measures for providing information electronically (the “electronic provision measures”), and has posted the matters for electronic provision measures on the Company’s following website as “Notice of the 99th Annual General Meeting of Shareholders.”

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

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

The TSE’s website (Listed Company Search):

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

You can exercise your voting rights via the Internet or in writing. Please review the Reference Documents for the General Meeting of Shareholders provided in matters for electronic provision measures and exercise your voting rights by 5:30 p.m. on Tuesday, June 24, 2025, Japan time.

[Exercise of voting rights by postal mail]

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

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

Please enter your vote for or against the proposals upon reviewing the “Guide to the Exercise of Voting Rights” (in Japanese, on page 48) provided as follows.

- 1. Date and Time:** Wednesday, June 25, 2025 at 10:00 a.m. Japan time (Reception opens at 9:30 a.m.)
- 2. Place:** Nissay Aroma Square 17th floor
Conference room of the Corporate Headquarters, located at
5-37-1, Kamata, Ota-ku, Tokyo, JAPAN
(Please refer to Access Map at the end of this Notice to the venue of the Meeting)
- 3. Meeting Agenda:**
Matters to be reported: (1) The Business Report, Consolidated Financial Statements for the Company's 99th Fiscal Year (April 1, 2024 - March 31, 2025) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
(2) Non-consolidated Financial Statements for the Company's 99th Fiscal Year (April 1, 2024 - March 31, 2025)

Proposals to be resolved:

- Proposal 1:** Dividends of Surplus
Proposal 2: Election of Ten (10) Directors
Proposal 3: Election of One (1) Audit & Supervisory Board Member

4. Decisions concerning Convocation

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

5. Others related to this Notice

- (1) The documents you received also serve as documents stating the matters for electronic provision measures to be mailed to shareholders who made a request for delivery of documents. The following matters are not presented in the documents, pursuant to the relevant laws and regulations and the Articles of Incorporation. The Audit & Supervisory Board Members and the Accounting Auditor have audited the documents subject to audit including the following matters.
- 1) "Basic policy regarding the persons who control the Company's decisions on financial and business policies" in the Business Report
- 2) Consolidated Statements of Changes in Net Assets
- 3) Notes to the Consolidated Financial Statements
- 4) Statements of Changes in Net Assets
- 5) Notes to the Non-consolidated Financial Statements
- (2) Should the electronic provision measures matters require revisions, such revisions will be posted on the respective websites where the matters are posted.
- (3) Under the revised Companies Act, which came into effect on September 1, 2022, a system that enables electronic provision of materials for the General Meetings of Shareholders* has been implemented. Under this system, as a general rule, materials for the General Meetings of Shareholders can be viewed via the Internet by accessing the website. Materials for the General Meeting of Shareholders will be sent in writing only to shareholders who made a request for delivery of documents in accordance with the prescribed method by the record date for voting rights.

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

Notwithstanding the revision of Companies Act mentioned above, the Company has uniformly sent materials for the General Meeting of Shareholders in writing as before. The way of handling materials for the General Meeting of Shareholders to be held in the future will be noted in an appropriate manner as soon as the Company decides.

[Inquiries about the electronic provision system]

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

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

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

- ◎ When attending the General Meeting of Shareholders, please bring the Voting Rights Exercise Form and submit it to the reception desk. In addition, please bring this Notice of the General Meeting of Shareholders on the day of the meeting.
- ◎ Please be informed that any persons other than a shareholder, such as a proxy or companion, may not attend the meeting.
- ◎ No gifts will be provided for shareholders attending the General Meeting of Shareholders.

Proposals and References

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Proposal 1: Dividends of Surplus

The Company implements necessary capital policies from the viewpoints of optimization of the capital structure and capital distribution in consideration of capital costs, toward the sustainable growth of the Company and mid- to long-term improvement of corporate value. Taking into consideration the business performance of the fiscal year under review and the surrounding business environment, the Company proposes that the dividend for the term-end of the fiscal year under review be ¥160 per share. As a result, the full-year dividend for the fiscal year under review including the interim dividend will be ¥240 per share.

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

(1) Type of dividend property

Cash

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

Amount per common stock: **¥160**

Total amount: **¥3,118,468,960**

(3) Effective date of dividends of surplus

Thursday, June 26, 2025

Proposal 2: Election of Ten (10) Directors

The terms of office of all eleven (11) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of ten (10) Directors is proposed.

The candidates are as follows:

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

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions		Number of shares of the Company held
1	Satoshi Masumura (October 20, 1958) [Reappointment]	April 1983	Joined the Company	37,374
		April 2008	General Manager, Flavor Laboratory, Corporate Research & Development Division	
		July 2012	Vice President; General Manager, Corporate Research & Development Division	
		June 2013	Director; Senior Vice President; General Manager, Corporate Research & Development Division	
		May 2014	President and Chief Executive Officer; General Manager, Corporate Research & Development Division and General Manager, EHS Headquarters	
		June 2014	President, Takasago West Japan Co., Ltd.	
		June 2016	President and Chief Executive Officer; General Manager, EHS Headquarters; Supervisor for Human Resources & General Affairs Division, the Company	
		June 2017	President and Chief Executive Officer; General Manager, EHS Headquarters; Supervisor for Human Resources & General Affairs Division and Audit & Inspection Department	
		June 2018	President and Chief Executive Officer; General Manager, EHS Headquarters (to present)	
	[Reason for nomination as candidate for Director] Mr. Satoshi Masumura has years of operational experience in the research and development division and has served in prominent positions as a manager in said division. Having been involved in the management of the Company as a Director since June 2013, and as President and Chief Executive Officer since May 2014, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.			
2	Ryoji Noyori (September 3, 1938) [Reappointment] [External Director] [Independent Officer]	August 1972	Professor, School of Science, Nagoya University	2,000
		January 1997	Dean, Graduate School of Science and School of Science (concurrently served)	
		June 2001	Director, the Company (to present)	
		December 2001	Received the Nobel Prize in Chemistry	
		October 2003	Designated Professor, Nagoya University	
		October 2003	President, RIKEN, an incorporated administrative agency	
		October 2004	Distinguished Professor, Nagoya University (to present)	
		June 2015	Director-General, Center for Research and Development Strategy, Japan Science and Technology Agency, a national research and development agency	
		June 2015	Outside Director, Toray Industries, Inc. (to present) (scheduled to retire on June 26, 2025)	
	[Significant concurrent positions] • Outside Director, Toray Industries, Inc.			
[Reason for nomination as candidate for External Director and outline of expected role] As an expert in organic synthetic chemistry, Mr. Ryoji Noyori has long been engaged in research activities, received the Nobel Prize in Chemistry in 2001, and has experience in organization management after having served in prominent positions at leading research institutions in Japan. The Company expects him to provide advice to enhance the Company’s technological capabilities, as well as proposals and advice that contribute to the enhancement of the Company’s corporate value, from an objective perspective based on his experience and knowledge as a researcher and organization manager. Although he has no experience of being directly engaged in corporate management except as an External Director, he has been involved in the management of the Company as an External Director since June 2001. Accordingly, the Company believes that he is qualified to properly fulfill the responsibility of an External Director, and requests that he be reelected.				

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions		Number of shares of the Company held
3	Tatsuya Yamagata (July 27, 1963) [Reappointment]	April 1986 April 2003 July 2008	Joined the Company President, Takasago Europe GmbH General Manager, Flavors GSPC Office, Global Management Headquarter and General Manager, Coffee Business Promotion Department, Flavors Division, the Company	12,182
		July 2010 June 2013 June 2015	President, Shanghai Takasago-Union Fragrances & Flavors Co., Ltd. Vice President, the Company Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division and Associate General Manager, EHS Headquarters	
		June 2017 June 2018 April 2025	President, Takasago International Inc. (to present) Director; Senior Vice President; General Manager, Global Integration Headquarters and Associate General Manager, EHS Headquarters and General Manager, Corporate Quality Assurance Headquarter; Supervisor for Information System Department and Quality Assurance Department, the Company Director; Senior Vice President; General Manager, Global Integration Headquarters and Associate General Manager, EHS Headquarters and General Manager, Global SAP Management Department; Supervisor for Information System Department, Quality Assurance Department and Corporate Quality Assurance Headquarter (to present)	
		[Significant concurrent positions] • President, Takasago International Inc.		
[Reason for nomination as candidate for Director] Mr. Tatsuya Yamagata has years of operational experience mainly in the flavors division and has served in prominent positions as a manager in the administrative division as well as at overseas subsidiaries. Having been involved in the management of the Company as a Director since June 2015, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.				
4	Kenichi Somekawa (November 3, 1964) [Reappointment]	April 1987 April 2003 July 2008 June 2013 June 2014 June 2015 June 2015	Joined the Company General Manager, Fourth Flavors Sales Department President, Takasago Europe GmbH Vice President, the Company Vice President; Associate General Manager, Flavors Division President, Takasago Food Products Co., Ltd. Director; Senior Vice President; General Manager, Flavors Division; Supervisor for Branch Offices, the Company	12,682
		July 2023 October 2023	Chairman, Takasago International (Guangzhou) Co., Ltd. (to present) Director; Senior Vice President; General Manager, Flavors Division and General Manager, Flavors Sales Department; Supervisor for Branch Offices, the Company	
		June 2024	Director; Senior Vice President; General Manager, Flavors Division; Supervisor for Branch Offices (to present)	
		[Significant concurrent positions] • President, Takasago International (Guangzhou) Co., Ltd.		
[Reason for nomination as candidate for Director] Mr. Kenichi Somekawa has years of operational experience mainly in the flavors division and has served in prominent positions as a manager of subsidiaries in Japan and overseas. Having been involved in the management of the Company as a Director since June 2015, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.				

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions		Number of shares of the Company held
5	Fumihiro Yanaka (January 19, 1962) [Reappointment]	April 1984	Joined the Company	14,582
		April 2005	General Manager, Second Department, Flavor Laboratory	
		April 2008	Director, Takasago International (Singapore) Pte. Ltd.	
		July 2012	General Manager, Flavor Laboratory, the Company	
		June 2014	Vice President	
		June 2016	Director; Senior Vice President; General Manager, Corporate Research & Development Division	
		June 2017	Director; Senior Vice President; General Manager, Corporate Research & Development Division; Executive Director, Analytical Technology Research Laboratory; Supervisor for Fine Chemicals Division	
		April 2019	Director; Senior Vice President; General Manager, Corporate Research & Development Division; Supervisor for Fine Chemicals Division	
		April 2024	Director; Senior Vice President; General Manager, Corporate Research & Development Division and General Manager, Research & Development Promotion Department; Supervisor for Fine Chemicals Division	
		April 2025	Director; Senior Vice President; General Manager, Corporate Research & Development Division and General Manager, Fine Chemicals Division (to present)	
[Reason for nomination as candidate for Director] Mr. Fumihiro Yanaka has years of operational experience mainly in the research and development division and has served in prominent positions as a manager of the said division including at overseas bases. Having been involved in the management of the Company as a Director since June 2016, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.				
6	Komei Matsuda (October 14, 1964) [Reappointment] [External Director] [Independent Officer]	April 1993	Registered as an Attorney-at-law (45th term)	0
		April 1997	Established Matsuda Sogo Law Office	
		October 2006	Partner Attorney, Rislute Law Office	
		April 2008	Lecturer, Law School, Keio University	
		April 2011	Practicing-attorney-professor for civil advocacy, Legal Training and Research Institute, Supreme Court	
		April 2016	Lecturer, Law School, Seikei University	
		June 2017	Director, the Company (to present)	
		January 2020	Partner Attorney, Toranomom Daiichi Law Office (to present)	
		[Significant concurrent positions] • Partner Attorney, Toranomom Daiichi Law Office		
		[Reason for nomination as candidate for External Director and outline of expected role] As a legal professional, Mr. Komei Matsuda, has extensive knowledge of laws related to corporate activities through years of operational experience in the field of corporate legal affairs. The Company expects him to provide advice on corporate legal affairs and compliance, as well as proposals and advice that will contribute to improving management oversight, from an objective perspective based on his experience and knowledge as a legal professional. Although he has no experience of being directly engaged in corporate management except as an External Director, he has been involved in the management of the Company as an External Director since June 2017. Accordingly, the Company believes that he is qualified to properly fulfill the responsibility as an External Director, and requests that he be reelected.		

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
7	Naoki Mizuno (July 24, 1961) [Reappointment]	<p>February 1985 Joined the Company</p> <p>April 2007 General Manager, Fragrances Sales Department</p> <p>June 2014 Vice President; Associate General Manager, Fragrances & Aroma Chemicals Division; General Manager, Fragrances Marketing Department</p> <p>July 2015 Vice President; Associate General Manager, Fragrances & Aroma Ingredients Division; General Manager, Fragrances Sales Department</p> <p>June 2016 Vice President; General Manager, Fragrances & Aroma Ingredients Division</p> <p>June 2017 President, Takasago Aromas Co., Ltd.</p> <p>June 2018 Director; Senior Vice President; General Manager, Procurement Division; Supervisor for Production Division, the Company</p> <p>April 2020 Director; Senior Vice President; General Manager, Procurement Division; General Manager, Supply Chain Division; Supervisor for Production Division</p> <p>July 2024 Director; Senior Vice President; General Manager, Supply Chain Management Division; Supervisor for Procurement Division (to present)</p>	12,047
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Naoki Mizuno has years of operational experience mainly in the fragrances division and has served in prominent positions as a manager of the said division. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</p>			

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
8	Shigeki Kawabata (July 21, 1962) [Reappointment]	<p>April 1985 January 2006</p> <p>Joined The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.) Chief Manager, Finance & Strategic Advisory Office, Corporate Banking Business Promotion Division No. 2, The Bank of Tokyo-Mitsubishi UFJ, Ltd.</p> <p>June 2006 April 2008</p> <p>General Manager, Hirabari Corporate Banking Office Associate General Manager, Corporate Banking Business Promotion Division</p> <p>April 2011 May 2013</p> <p>General Manager, Transaction Banking Division General Manager, Credit Examination Office, Internal Audit & Credit Examination Division</p> <p>June 2014 June 2017</p> <p>Full-time Audit & Supervisory Board Member, the Company Vice President; General Manager, Legal & Intellectual Property Division; Supervisor for Audit & Inspection Department</p> <p>June 2018</p> <p>Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division; General Manager, Corporate Strategy & Planning Department; General Manager, Legal & Intellectual Property Division; Supervisor for Audit & Inspection Department</p> <p>July 2019</p> <p>Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division; General Manager, Corporate Strategy & Planning Department; General Manager, Legal & Intellectual Property Division; Supervisor for Audit & Inspection Department</p> <p>October 2024</p> <p>Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division; General Manager, Corporate Strategy & Planning Department; General Manager, Legal Department; Supervisor for Audit & Inspection Department (to present)</p>	12,854
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Shigeki Kawabata has years of operational experience in the finance division and has served in prominent positions as a manager in the corporate and administrative divisions. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</p>			

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
9	<p>Megumi Tsukamoto (June 9, 1962)</p> <p>[Reappointment] [External Director] [Independent Officer]</p>	<p>April 1985 Joined IBM Japan, Ltd.</p> <p>July 1997 Seconded to Japan Association of Corporate Executives</p> <p>August 1999 Returned as Government and Regulatory Affairs, IBM Japan, Ltd.</p> <p>April 2003 Asia Pacific Leader, Intellectual Property & Standard Policy Team, IBM Corporation Governmental Programs</p> <p>October 2008 Executive, Government and Regulatory Affairs, IBM Japan, Ltd. Global Leadership Team Member, IBM Corporation Governmental Programs</p> <p>November 2015 Operating Director; Director, Global Government and Corporate Affairs Japan, Caterpillar Japan, Ltd.</p> <p>December 2017 Representative Operating Director; Director, Global Government and Corporate Affairs Japan, Caterpillar Japan LLC</p> <p>April 2020 Executive Director, Niigata University (to present)</p> <p>March 2022 President, General Incorporated Association Digital Society Forum (to present)</p> <p>March 2023 Outside Director, AUCNET INC. (to present)</p> <p>June 2023 Director, the Company (to present)</p> <p>[Significant concurrent positions] • Outside Director, AUCNET INC.</p>	0
<p>[Reason for nomination as candidate for External Director and outline of expected role] Ms. Megumi Tsukamoto has years of operational experience in global companies and has experience in management as an Operating Director. The Company expects her to provide proposals and advice concerning rational management from an objective perspective as well as diversity and inclusion based on her abundant experience and knowledge. She has been involved in management of the Company as an External Director since June 2023 and accordingly, the Company believes that she is qualified to properly execute her duties as the Company's External Director, and requests that she be reelected.</p>			

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

(Notes)

1. There are no special interests between the candidates and the Company.
2. Candidates for External Directors:
Messrs. Ryoji Noyori and Komei Matsuda and Meses. Megumi Tsukamoto and Atsuko Tsuji are candidates for External Directors. Mr. Ryoji Noyori will have served as an External Director of the Company for twenty-four (24) years at the conclusion of this General Meeting of Shareholders. Mr. Ryoji Noyori is a world-renowned researcher who was awarded the Nobel Prize in Chemistry in 2001, and has experience in organization management at research institutions. In addition to providing advice on the development of research fields in Japan and overseas and on research trends in companies, Mr. Ryoji Noyori has given us appropriate advice on overall management from an objective standpoint and a broad perspective. Therefore, the Company believes that Mr. Ryoji Noyori is an irreplaceable person to the Company. Mr. Komei Matsuda will have served as an External Director of the Company for eight (8) years at the conclusion of this General Meeting of Shareholders, Ms. Megumi Tsukamoto will have served as an External Director of the Company for two (2) years at the conclusion of this General Meeting of Shareholders and Ms. Atsuko Tsuji will have served as an External Director of the Company for one (1) year at the conclusion of this General Meeting of Shareholders.
3. Relationship with companies where significant concurrent positions are held:
Mr. Ryoji Noyori concurrently serves as an Outside Director of Toray Industries, Inc. There are no special relationships between Toray Industries, Inc. and the Company. During Mr. Ryoji Noyori's tenure at Toray Industries, Inc. as an Outside Director from June 2015 to the present, improper conduct in third-party certification registration of products was discovered. Although Mr. Ryoji Noyori was not aware of this matter in advance, he has regularly made statements regarding thorough legal compliance and appropriate business execution, and after the discovery of this matter, he has made recommendations on preventative measures and strengthening risk management, and has appropriately fulfilled his responsibilities as an Outside Director.
Mr. Komei Matsuda concurrently serves as a Partner Attorney of Toranomom Daiichi Law Office. The Company has entered into an advisory agreement with another attorney of Toranomom Daiichi Law Office, of which Mr. Komei Matsuda is one of the members. Total transaction amounts between Toranomom Daiichi Law Office and the Company for the 99th fiscal year was ¥2 million.
Ms. Megumi Tsukamoto concurrently serves as Outside Director of AUCNET INC. There are no special relationships between AUCNET INC. and the Company.
4. Limited liability agreement:
The Company has entered into agreements with Messrs. Ryoji Noyori and Komei Matsuda and Meses. Megumi

Tsukamoto and Atsuko Tsuji to limit their liability pursuant to Article 423 Paragraph 1 of the Companies Act. The maximum amount of liability for damages under this agreement is the minimum amount of liability stipulated in Article 425 Paragraph 1 of the Companies Act. If their reelection is approved, the Company intends to extend the aforementioned limited liability agreement with them.

5. Outline of directors and officers liability insurance contract:

The Company has entered into a directors and officers liability insurance contract with an insurance company, and any damages that may result from the insured being liable for the performance of his or her duties or being subject to claims for the pursuit of such liabilities will be covered by the insurance contract. If the reappointment of each of the candidates is approved, each of them will continue to be insured. The insured do not bear the premiums. The contract will be renewed with the same content in August 2025.

6. Independent Officers:

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

Proposal 3: Election of One (1) Audit & Supervisory Board Member

Among incumbent Audit & Supervisory Board Members, the terms of office of Mr. Yukihiro Kawakami will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of one (1) Audit & Supervisory Board Member is proposed.

The candidate is as follows. The Audit & Supervisory Board has already given consent to this proposal.

Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
Hirokazu Isono (October 24, 1961) [New appointment]	<p>April 1985 Joined the Company</p> <p>April 2004 Associate General Manager, Fragrances Sales Department</p> <p>June 2006 General Manager, Administration Department</p> <p>July 2008 Executive Vice President, Takasago International Corporation (U.S.A.)</p> <p>July 2013 General Manager, Human Resources & General Affairs Department; Director, Global Human Resources Office, the Company</p> <p>July 2014 Associate General Manager, Human Resources & General Affairs Division</p> <p>June 2016 Vice President; General Manager, Human Resources & General Affairs Division</p> <p>June 2018 Director; Senior Vice President; General Manager, Human Resources & General Affairs Division; General Manager, Human Resources & General Affairs Department; Director, Global Human Resources Office</p> <p>June 2020 Director; Senior Vice President; General Manager, Human Resources & General Affairs Division; General Manager, Human Resources & General Affairs Department; Director, Global Human Resources Office; Supervisor for Corporate Administration Division (to present)</p>	13,704
<p>[Reason for nomination as candidate for Audit & Supervisory Board Member]</p> <p>Mr. Hirokazu Isono has years of operational experience mainly in the fragrances division and has served in prominent positions as a manager of the administrative division, including at overseas bases of the said division. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. Mr. Hirokazu Isono has abundant experience and knowledge of the business and operation of the Company, and high ethics required for supervision of overall management. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Audit & Supervisory Board Member, and requests that he be elected.</p>		

(Notes)

1. There are no special interests between the candidate and the Company.
2. Limited liability agreement:
The Company stipulates in Article 31, Paragraph 2 of its Articles of Incorporation that it may enter into an agreement with an Audit & Supervisory Board Member to limit his liability pursuant to Article 423 Paragraph 1 of the Companies Act. If the election of Mr. Hirokazu Isono is approved, the Company intends to enter into the aforementioned limited liability agreement with him. The maximum amount of liability for damages under this agreement is the minimum amount of liability stipulated in Article 425 Paragraph 1 of the Companies Act.
3. Outline of directors and officers liability insurance contract:
The Company has entered into a directors and officers liability insurance contract with an insurance company, and any damages that may result from the insured being liable for the performance of his or her duties or being subject to claims for the pursuit of such liabilities will be covered by the insurance contract. Mr. Hirokazu Isono is currently a Director of the Company and is included as an insured under the insurance contract. If his election for Audit & Supervisory Board Member is approved, he will continue to be insured. The insured does not bear the premiums. The contract will be renewed with the same content in August 2025.

(Reference)

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

If Proposal 2 and Proposal 3 are approved, the skills and expected fields of Directors and Audit & Supervisory Board Members are as follows.

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

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

Consolidated Balance Sheet

(As of March 31, 2025)

(Millions of yen)

Description	Amount	Description	Amount
Assets		Liabilities	
Current assets	155,016	Current liabilities	80,375
Cash and deposits	35,590	Notes and accounts payable	21,884
Notes receivable - trade	103	Short-term loans payable	31,978
Accounts receivable - trade	50,281	Current portion of long-term loans payable	6,535
Electronically recorded monetary claims - operating	2,442	Accrued income taxes	2,875
Merchandise and finished goods	31,700	Provision for bonuses	2,269
Work in progress	164	Provision for directors' bonuses	61
Raw materials and supplies	29,328	Others	14,770
Others	5,607	Long-term liabilities	35,404
Allowance for doubtful accounts	(201)	Long-term loans payable	19,554
Non-current assets	107,157	Lease obligations	2,640
Property, plant and equipment	71,081	Deferred tax liabilities	1,841
Buildings and structures	33,246	Provision for director's retirement benefits	18
Machinery, equipment and vehicles	12,078	Provision for loss on litigation	470
Tools, furniture and fixtures	3,425	Accrued employee's retirement benefits	9,911
Land	8,507	Others	967
Right-of-use assets	2,773	Total liabilities	115,779
Construction in progress	11,050	Net assets	
Intangible assets	4,922	Shareholders' equity	117,061
Investments and other assets	31,152	Capital stock	9,248
Investment securities	23,204	Capital surplus	8,412
Investments in capital	159	Retained earnings	101,014
Long-term loans receivable	583	Treasury stock	(1,614)
Net defined benefit asset	2,372	Accumulated other comprehensive income	27,141
Deferred tax assets	3,279	Valuation difference on available-for-sale securities	10,125
Others	2,034	Deferred gain or losses on hedges	(4)
Allowance for doubtful accounts	(479)	Cumulative translation adjustments	16,261
		Remeasurements of defined benefit plans	758
		Non-controlling interests	2,191
		Total net assets	146,394
Total assets	262,174	Total liabilities and net assets	262,174

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

Consolidated Statement of Income

(April 1, 2024 - March 31, 2025)

(Millions of yen)

Description	Amount	
Net sales		229,207
Cost of sales		151,810
Gross profit on sales		77,397
Selling, administrative, research and development expenses		62,055
Operating income (loss)		15,341
Non-operating income		
Interest income	103	
Dividends income	559	
Equity in earnings of affiliates	668	
Others	560	1,891
Non-operating expenses		
Interest expenses	714	
Bad debt expenses	419	
Foreign exchange losses	566	
Others	221	1,922
Ordinary income (loss)		15,311
Extraordinary income		
Gain on sales of non-current assets	13	
Gain on sales of investment securities	2,709	
Subsidy income	26	
Others	20	2,770
Extraordinary losses		
Loss on disposition of non-current assets	58	
Loss on tax purpose reduction entry of non-current assets	26	
Provision for loss on litigation	304	
Others	1	391
Income before income taxes and controlling interests		17,690
Income taxes - current	3,799	
Income taxes - deferred	239	4,038
Profit		13,651
Profit attributable to non-controlling interests		326
Profit attributable to owners of parent		13,325

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

Non-Consolidated Balance Sheet

(As of March 31, 2025)

(Millions of yen)

Description	Amount	Description	Amount
Assets		Liabilities	
Current assets	89,573	Current liabilities	58,521
Cash and deposits	23,930	Notes payable - trade	1,152
Notes receivable - trade	103	Accounts payable - trade	10,984
Accounts receivable - trade	21,906	Short-term loans payable	33,185
Electronically recorded monetary claims - operating	2,328	Current portion of long-term loans payable	5,705
Merchandise and finished goods	16,681	Accounts payable - other	1,006
Work in progress	43	Accrued income taxes	1,403
Raw materials and supplies	9,016	Accrued expenses	2,393
Advance payments - trade	85	Provision for bonuses	1,738
Short-term loans receivable from subsidiaries and associates	11,206	Provision for directors' bonuses	57
Others	4,272	Others	894
Allowance for doubtful accounts	(0)	Long-term liabilities	29,601
Non-current assets	79,857	Long-term loans payable	19,490
Property, plant and equipment	28,222	Deferred tax liabilities	1,532
Buildings	10,586	Provision for retirement benefits	8,257
Structures	956	Long-term guarantee deposited	269
Machinery and equipment	3,072	Others	51
Vehicles	40	Total liabilities	88,122
Tools, furniture and fixtures	1,554	Net assets	
Land	3,172	Shareholders' equity	71,200
Construction in progress	8,839	Capital stock	9,248
Intangible assets	1,441	Capital surplus	8,411
Right of using facilities	8	Legal capital surplus	8,355
Telephone subscription right	19	Other capital surplus	55
Software	1,410	Retained earnings	55,199
Others	3	Legal retained earnings	1,905
Investments and other assets	50,193	Other retained earnings	53,293
Investment securities	19,639	Reserve for advanced depreciation of non-current assets	485
Shares of subsidiaries and associates	12,205	Reserve for dividends	470
Investments in capital	3	Reserve for research and development	320
Investments in capital of subsidiaries and associates	12,218	General reserve	1,714
Long-term loans receivable from subsidiaries and associates	3,323	Retained earnings brought forward	50,304
Guarantee deposits	542	Treasury stock	(1,658)
Long-term prepaid expenses	198	Valuation and translation adjustments	10,108
Prepaid pension cost	1,618	Valuation difference on available-for-sale securities	10,112
Others	482	Deferred gain or losses on hedges	(4)
Allowance for doubtful accounts	(38)	Total net assets	81,308
Total assets	169,430	Total liabilities and net assets	169,430

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

Non-Consolidated Statement of Income

(April 1, 2024 - March 31, 2025)

(Millions of yen)

Description	Amount	
Net sales		81,593
Cost of sales		57,514
Gross profit on sales		24,079
Selling, administrative, research and development expenses		20,196
Operating income (loss)		3,882
Non-operating income		
Interest income	485	
Dividends income	2,045	
Commission from subsidiaries and associates	504	
Others	312	3,349
Non-operating expenses		
Interest expenses	454	
Service fee and commission expenses to subsidiaries	412	
Foreign exchange losses	173	
Others	110	1,150
Ordinary income (loss)		6,081
Extraordinary income		
Gain on sales of investment securities	2,586	
Others	20	2,607
Extraordinary losses		
Loss on disposition of non-current assets	22	
Loss on valuation of shares of subsidiaries	209	
Others	1	233
Profit before income taxes		8,455
Income taxes - current	1,877	
Income taxes - deferred	(68)	1,808
Profit		6,647

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