

Takasago International Corporation

Briefing on Results for the Term Ended March 2025

2025.5.26

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I. Business Overview (Highlights)

Business Overview for FY2024, Outlook for FY2025 1/2

【FY2024】 Business Environment

- Worldwide market for flavors and fragrances has grown about 4% per year
- Raw material prices remained slightly lower throughout the year than the assumptions made in the medium-term management plan
- The JPY depreciated against estimated exchange rate during FY2024

Initial assumption : USD = ¥140、 EUR = ¥150

Full year results : USD = ¥152、 EUR = ¥164

【 FY2024】 Business performance and Return on capital

Sales

Increased by +17% from the previous year

Record high of ¥229.2 billion

OP

Increased by ¥13.0 billion

Record high of ¥15.3 billion

OP margin of 6.7%

ROE

9.8%, exceeding the target of 8%

Overs eas	Flavors in the Americas and Asia, fragrances in Europe grew. Shipment of pharmaceutical intermediates to Europe and North America increased
Japan	Shipments in each business remained steady. Growth in shipments of pharmaceutical intermediates to Europe and North America

Overs eas	Gross profit increased due to sales increase, measures to optimize raw materials and lower raw material prices
Japan	Gross profit improved due to increase in export of pharmaceutical intermediates, through optimization of product mix

Better OP, NPAT increased by gain on sales of investment securities

Business Overview for FY2024, Outlook for FY2025 2/2

【FY2024】 Enhance market value

- PBR** Recovered to 0.86x along with the stock price rises at the end of the fiscal year
- Investment for Growth** Pharmaceutical intermediate production facilities at the Iwata factory, New domestic laboratories in Kamakura city. Establish a new company in China
- Dividends** ¥240 per share against ¥70 in the previous year. The dividend payout ratio 35%, DOE 3.4%, exceeding the targets in the mid-term plan
- Disclosure** Enhancement of information (integrated report, quantitative targets for capital policy, Sales & Operating profit by business, capital allocation, etc.)
- Dialogue** Mainly with investors in Japan and outside Japan that hold medium- to long-term holdings

【FY2025】 Outlook

- Worldwide market for flavors, fragrances are expected to grow about 4% per year
- In the Fine chemicals business, shipments to overseas customers are expected to temporarily decline due to the timing of product switching
- Raw material prices will remain flat compared to FY2024
- Exchange rates for FY2025 plan are set at a weaker JPY than assumption of the mid-term plan

【FY2025 plan】 USD = ¥150、EUR = ¥160

【Mid-term-plan】 USD = ¥ 140、EUR = ¥150

Progress of NGP-2

【FY2024 1st year of NGP-2】

Overseas Growth	<p>Growth Strategy by business segment: In Flavor, shipments to leading multi-national customers increased. In fragrances, growth in shipments in high value-added product categories.</p> <p>Cultivation of new customers: In Aroma Ingredients, cultivation of new business areas such as the agricultural field. In Fine Chemicals, acquire new catalyst business.</p>
Improved profitability in Japan	<p>Optimizing Gross Profit: Flavor and Fragrance business expanded sales in high value-added areas, but profitability remains an issue In Aroma Ingredients, shipments of high value-added specialty products increased. In Fine Chemicals, shipments of pharmaceutical intermediates to Europe and the U.S. increased.</p>
Sustainable Management	<p>Implementation of Sustainability 2030: Promote the use of renewable energy at domestic synthetic plants, promote supplier engagement activities.</p> <p>Strengthening of corporate infrastructure: Stabilization after introduction of a new core system at a U.S. subsidiary.</p>

【FY2025 2nd year of NGP-2】

Overseas Growth	<p>Growth strategy by business segment: In the flavor business, build a global infrastructure and production and supply system to expand business with multi-national customers. Establishment of production and supply system to expand business to multi-national customers.</p> <p>Cultivation of new customers: In fragrances, further focus on developing high-value-added product categories and emerging markets (Middle East, Latin America, India...) Further focus on developing high-value-added product categories and emerging markets (Middle East, Latin America, India) in fragrances.</p>
Improved profitability in Japan	<p>Optimize gross profit: In Flavor & Fragrance, promote high value-added areas and improve production and logistics efficiency. In Aroma Ingredients, further sales expansion of high value-added specialty products. In Fine Chemicals, stable operation of pharmaceutical intermediate production facilities at Iwata Plant.</p>
Sustainable Management	<p>Implementation of Sustainability 2030: Promote initiatives for life cycle assessment.</p> <p>Strengthen corporate infrastructure: Introduce and stabilize new mission-critical systems in European subsidiaries.</p>

II. Financial Results for the Fiscal Year 2024

Financial Results for FY 2024

[In JPY billion]	FY2023	FY2024	Year-on-year Change %	Comparable currency neutral Change %
Net Sales	195.9	229.2	+17.0%	+11.7%
Gross Profit Gross Margin	56.5 28.8%	77.4 33.8%	+37.0% + 4.9P	-
SG&A expenses	54.2	62.1	+14.6%	-
Operating Profit Operating Profit Margin	2.3 1.2%	15.3 6.7%	+562.4% +5.5P	+538.2%
Ordinary Profit	4.7	15.3	+225.3%	-
Net Income attributable to owners of parent	2.7	13.3	+393.8%	-
EBITDA	10.1	23.5	+130.5%	-
ROE	2.2%	9.8%	+7.6P	-
Average exchange rates USD	¥141	¥152	+¥11	
Average exchange rates EUR	¥152	¥164	+¥12	

POINT!

Net Sales

- Record sales of ¥229.2 billion
 - Shipments of pharmaceutical intermediates to Europe and the US increased.
 - Overseas Growth

Operating Profit

- OP reached a record high of ¥15.3 billion
 - Operating Profit increased and Gross profit improved due to optimization of product mix, selling prices and raw material.

Ordinary Profit

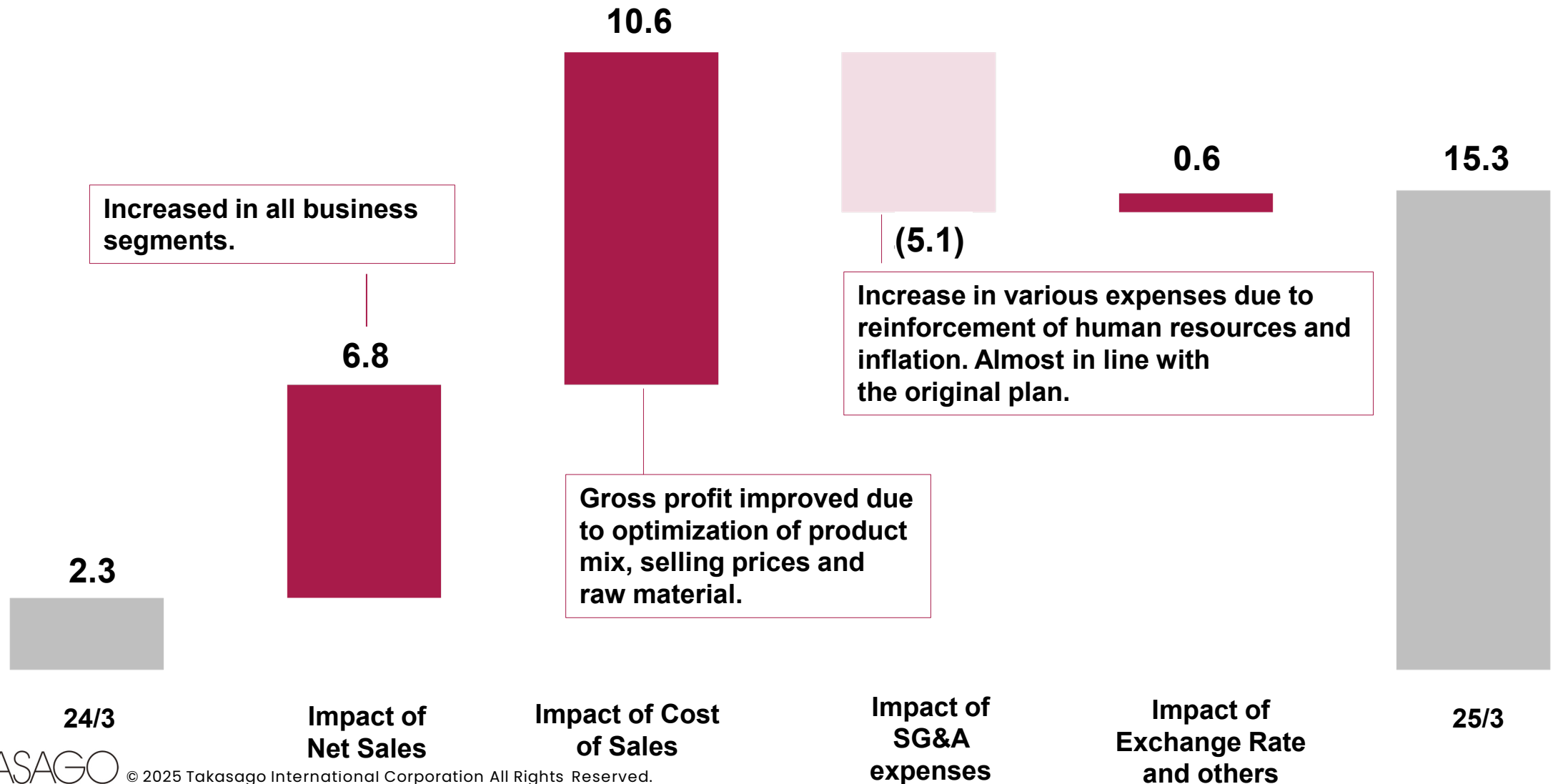
- Gain on sales of investment securities ¥2.7 billion (+¥1.8 billion YOY)
 - Sale aimed at improving capital efficiency and CF.
 - Investment securities ratio to net assets decline to the 13.5%

Attribution analysis for operating profit

[In JPY billion]

Increase

Decrease

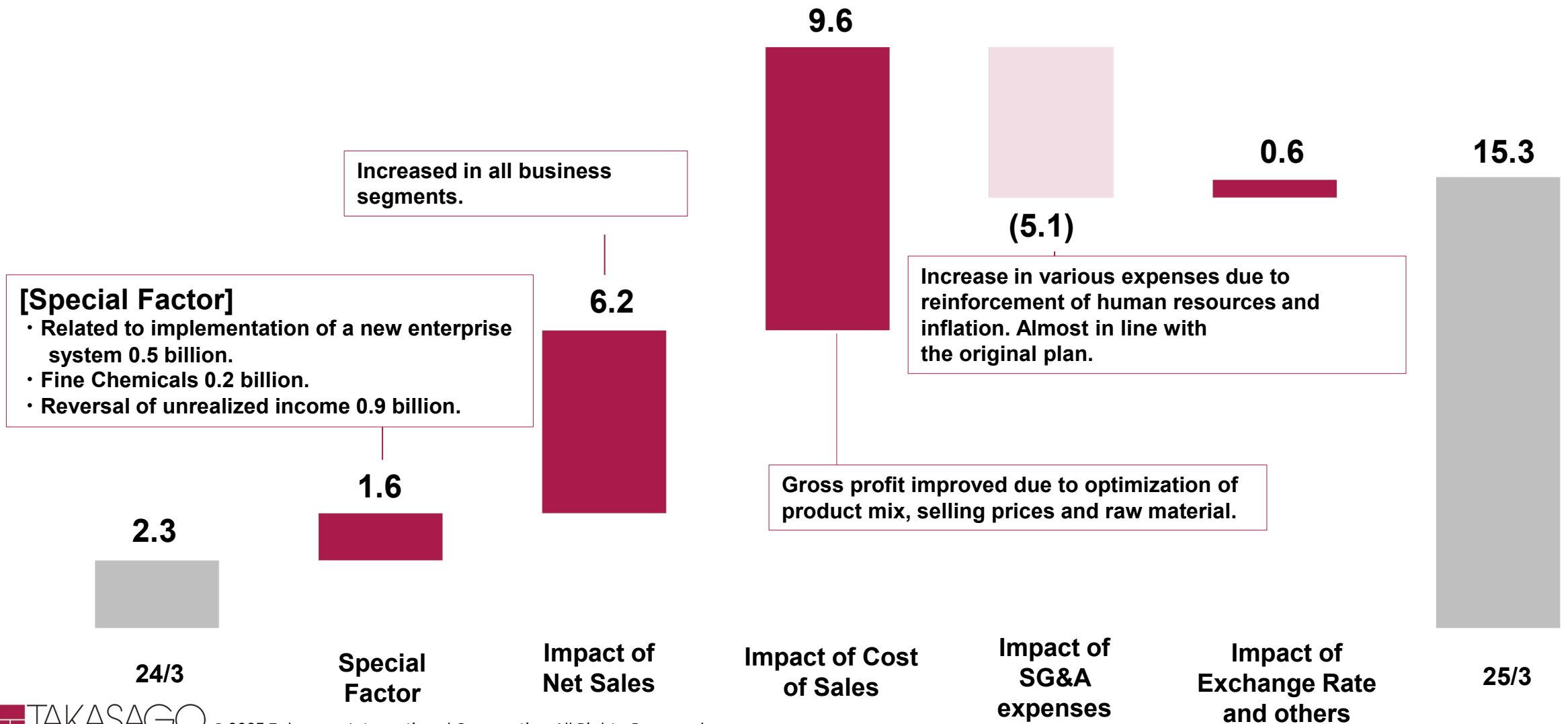


Attribution analysis for operating profit

[In JPY billion]

Increase

Decrease



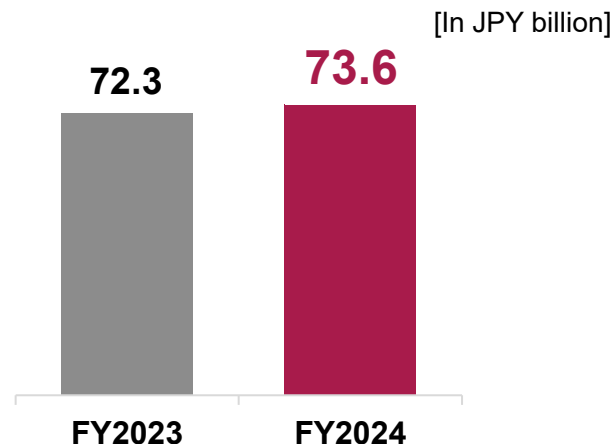
Regional segment

[In JPY billion]	Net Sales				Operating Profit			
	FY2023	FY2024	Year-on-year Change %	Comparable currency neutral Change %	FY2023	FY2024	Year-on-year Change %	Comparable currency neutral Change %
Japan	72.3	73.6	+1.7%	-	1.4	4.5	+229.5%	-
Americas	50.3	66.5	+32.2%	+23.4%	0.2	2.6	+1514.5%	+1402.1%
Europe	33.3	39.3	+18.2%	+9.5%	(1.2)	2.5	-	-
A s i a	40.0	49.8	+24.5%	+16.8%	2.2	4.9	+122.9%	+110.1%
Adjustment	-	-	-	-	(0.2)	0.9	-	-
T o t a l	195.9	229.2	+17.0%	+11.7%	2.3	15.3	+562.4%	+538.2%
POINT!	J a p a n	Profit margin was improved due to optimization of product mix in the Aroma Ingredients and sales increase in the Fine Chemicals.						
	Americas	Shipment delays had improved at the US subsidiary. Sales increase in Fine Chemical.						
	E u r o p e	Gross profit improved due to optimization of product mix, selling prices, and raw material.						
	A s i a	Singapore and Indonesia affiliates performed well.						
	Adjustment	Realization of unrealized profit recorded at the end of the previous period. and unrealized profit recorded at the end of the current period is minimal.						

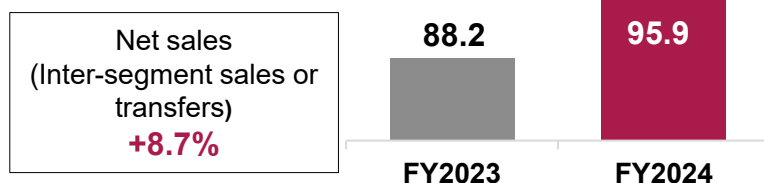
Regional segment: Japan

Net Sales

+1.7%

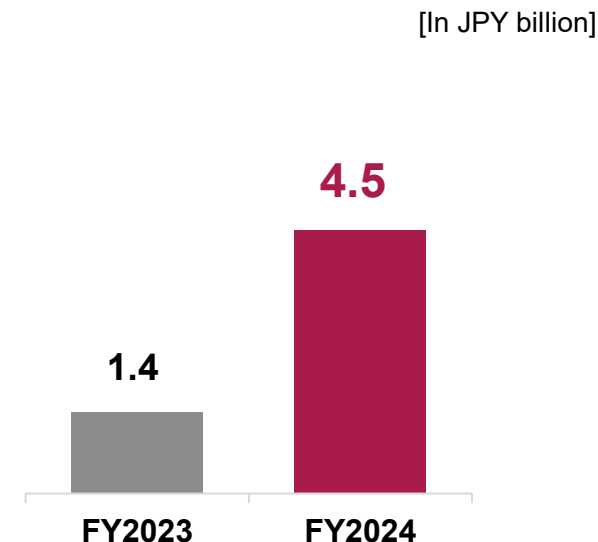


- Flavor business: Steady growth in beverage-related and other products.
- Fragrance business: Laundry care-related and other products performed well.
- Aroma Ingredients business: specialties performed well.
- Fine Chemicals business: Intersegment sales increased due to strong sales of pharmaceutical intermediates sold via a US subsidiary. (Some sales of large projects that were in the process of shipment adjustment at the end of the previous fiscal year were confirmed in the current fiscal year.)



Operating Profit

+229.5%



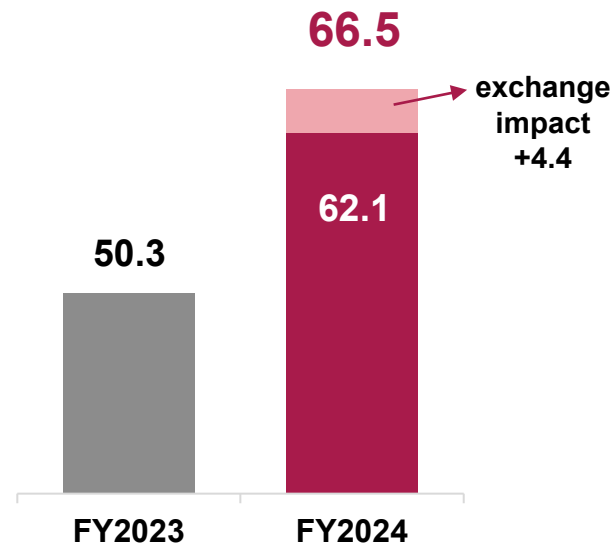
- Profitability improved mainly due to an optimized product mix in the Aroma Ingredients business and increased sales in the Fine Chemicals business.

Regional segment: Americas

[In JPY billion]

Net Sales

+32.2%

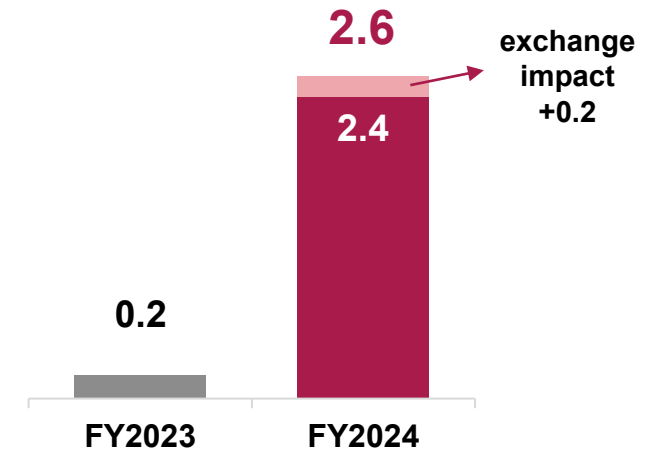


- Shipment delays occurred at the end of the previous fiscal year due to the implementation of the new enterprise system at the subsidiary in the United States, however that situation had generally improved by the first half of the FY2024.
- Pharmaceutical intermediates in the Fine Chemicals business performed well.

[In JPY billion]

Operating Profit

+1514.5%

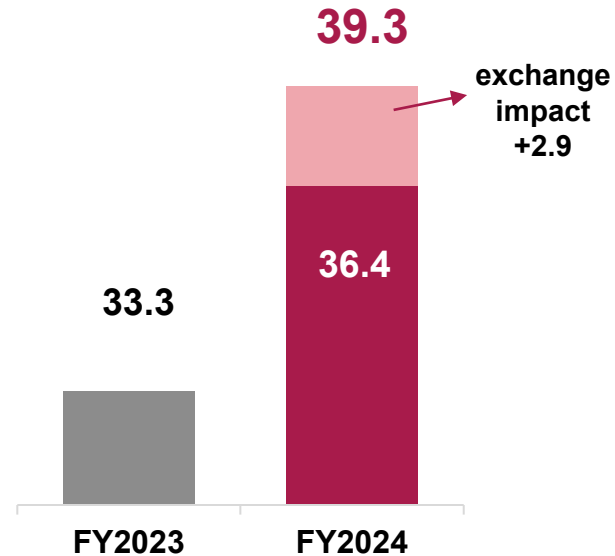


- Although expenses increased due to the implementation of new enterprise system, gross profit improved due to optimization of product mix, selling prices, and raw material.

Regional segment: Europe

[In JPY billion]

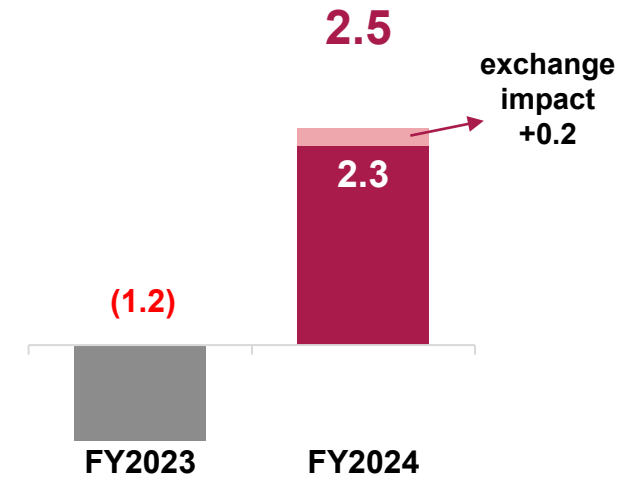
Net Sales +18.2%



- Flavor business: Strong sales of savory products for the African market.
- Fragrance business: Sales increased due to strong performance in fabric care and fine fragrance businesses.
- Aroma Ingredients business: Captured substitution demand resulting from heightened geopolitical risks in the Middle East affecting Asian competitors, as well as from incidents involving competitors in Europe and North America.

Operating Profit +3.7 billion

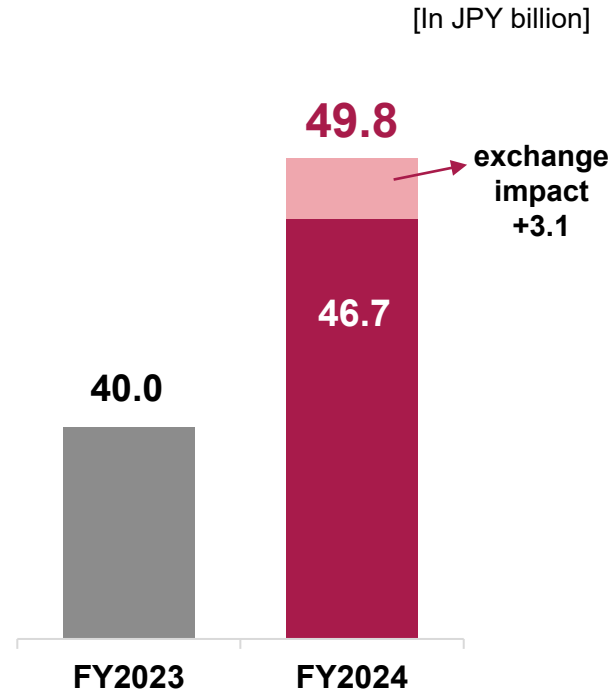
[In JPY billion]



- The inventory valuation loss recorded in the previous fiscal year did not recur in the current fiscal year. Improved gross profit due to optimization of product mix, selling prices, and raw material.

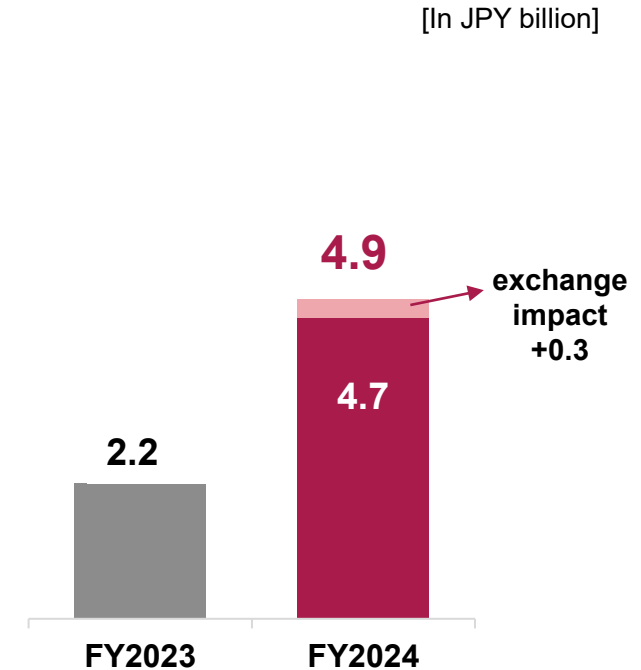
Regional segment: Asia

Net Sales +24.5%



- China : Sales channels expanded steadily, with beverage-related products performing strongly.
- Southeast Asia : Progress was made in capturing demand from key customers and developing new business opportunities.

Operating Profit +122.9%



- Despite increased expenses associated with workforce expansion due to business growth, gross profit improved due to optimization of product mix, selling prices, and raw material.

Business segment

[In JPY billion]	Net Sales				Operating Profit			
	FY2023	FY2024	Year-on-year Change %	Comparable currency neutral Change %	FY2023	FY2024	Year-on-year Change %	Comparable currency neutral Change %
F l a v o r	109.2	119.8	+9.8%	5.7%	1.2	5.2	+351.0%	+318.5%
Fragrance	62.7	74.5	+18.8%	+12.1%	(1.4)	2.0	-	-
A r o m a Ingredients	13.0	15.7	+20.7%	+15.6%	0.9	2.6	183.8%	182.3%
F i n e Chemicals	9.7	17.8	+84.0%	+72.3%	0.4	4.4	946.2%	936.8%
O t h e r s	1.4	1.4	(0.1%)	(0.1%)	1.2	1.2	(3.0%)	(3.0%)
T o t a l	195.9	229.2	+17.0%	+11.7%	2.3	15.3	+562.4%	+538.2%
P O I N T !	F l a v o r	Beverages in the US and Asia performed well.						
	F r a g r a n c e	Air care in the Americas and fine fragrances in Europe increased, Fabric Care in Asia performed well.						
	Aroma Ingredients	Sales of specialty-related products were strong.						
	Fine Chemicals	Shipments of pharmaceutical intermediates to Europe and the US increased.						
	O t h e r s	Composed of rental income from the real estate leasing business and related sources.						

Financial Results for FY2024(by Non-Consolidated Business Segment)

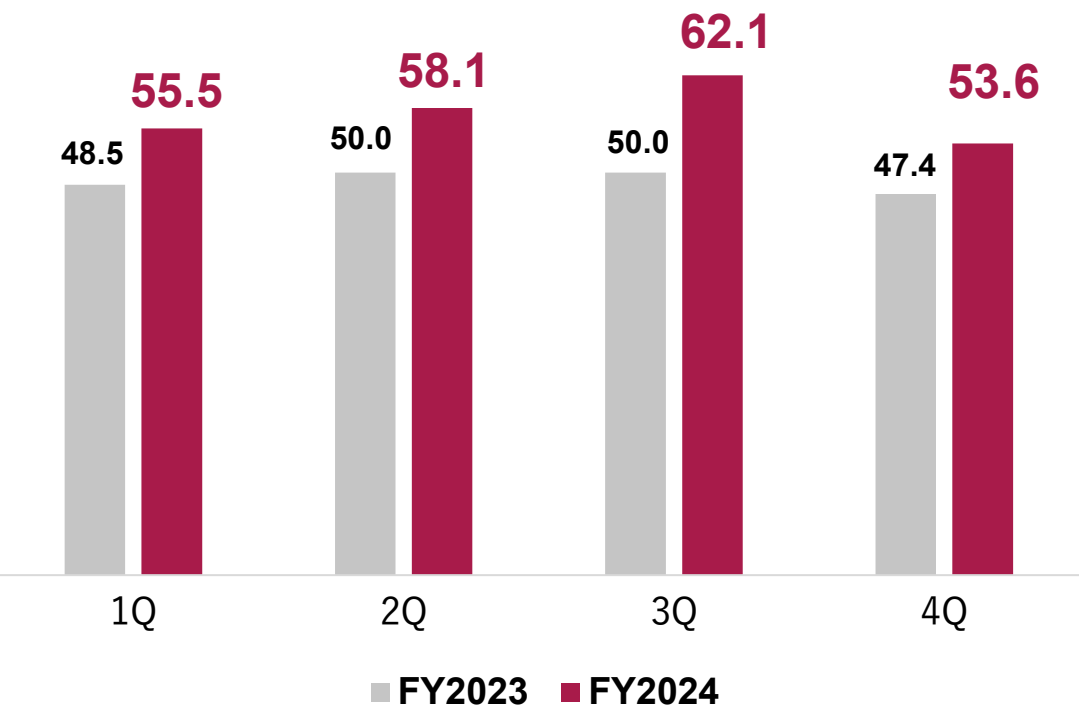
[In JPY billion]	Net Sales			Operating Profit		
	※FY2023	FY2024	Year-on-year Change %	※FY2023	FY2024	Year-on-year Change %
F l a v o r	42.0	43.3	+3.1%	(1.1)	(1.1)	-
F r a g r a n c e	7.6	8.8	+15.4%	(1.0)	(0.8)	-
A r o m a I n g r e d i e n t s	11.2	12.0	+7.5%	0.3	1.8	+463.0%
Fine Chemicals	11.3	15.7	+38.9%	1.3	2.8	+126.1%
O t h e r s	1.7	1.8	+0.6%	1.2	1.2	(2.9)%
T o t a l	73.9	81.6	+10.4%	0.7	3.9	+474.8%
P O I N T !	F l a v o r	Strong performance in beverages was offset by rising import costs due to JPY depreciation.				
	F r a g r a n c e	Strong performance in laundry care was offset by rising import costs due to JPY depreciation.				
	A r o m a I n g r e d i e n t s	Specialty products for overseas markets performed strongly.				
	F i n e C h e m i c a l s	Pharmaceutical intermediates for the European and North American markets performed strongly.				
	O t h e r s	Composed of rental income from the real estate leasing business and related sources.				

※ FY2023 : Accounting adjustment between flavor and aroma ingredients

Quarterly Financial Results

Net Sales

[In JPY billion]

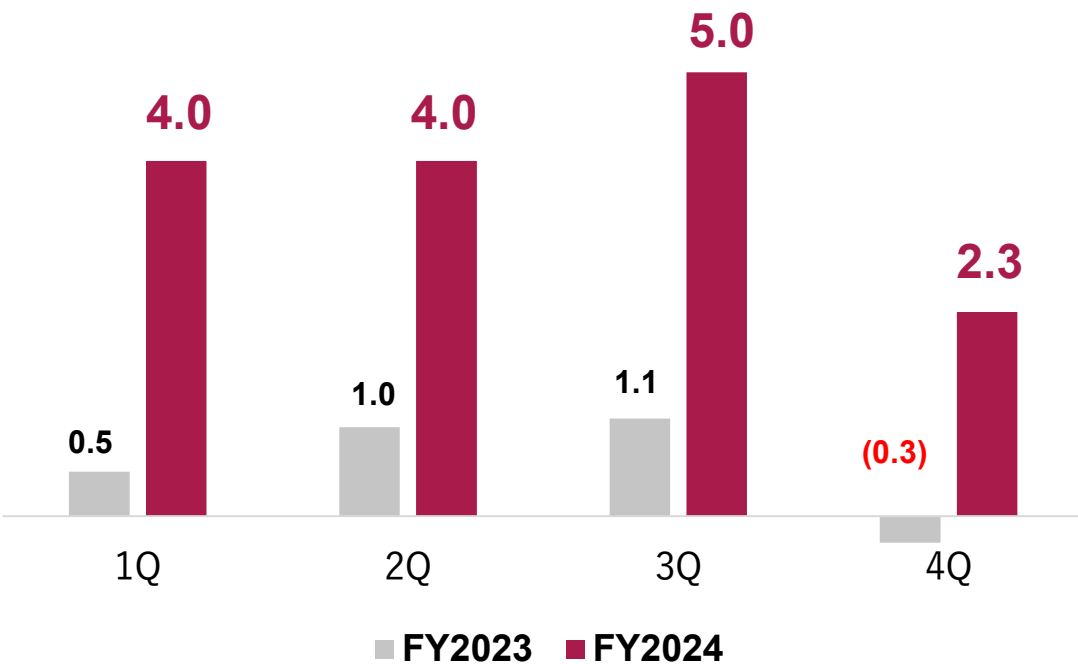


POINT!

Achieved year-on-year sales growth for four consecutive quarters.
In Q4, however, sales declined due to seasonal factors and the timing of pharmaceutical intermediate shipments.

Operating Profit

[In JPY billion]



POINT!

Achieved year-on-year profit growth for four consecutive quarters.
In Q4, however, profit declined primarily due to a decrease in gross profit resulting from lower sales.

III. Earning Forecasts for the fiscal Year 2025

Foreign exchange forecasts

Exchange rate assumption

	FY2024 Full-year Results	FY2025 Full-year Results	Year on year Change
USD	¥152	¥150	¥(2)
EUR	¥164	¥160	¥(4)

Foreign exchange sensitivity

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

	Net Sales	Operating Profit
USD	± ¥0.6billion	± ¥20million
EUR	± ¥0.3billion	± ¥10million

Earnings Forecasts for FY 2025

[In JPY billion]	FY2024 Results	FY2025 Forecasts	Year-on-year change %
Net Sales	229.2	230.0	+0.3%
Operating Profit Operating Profit Margin	15.3 6.7%	12.5 5.4%	(18.5)% (1.3)P
Ordinary Profit	15.3	13.0	(15.1)%
Net Income attributable to owners of parent	13.3	11.7	(12.2)%
EBITDA	23.5	21.5	(8.3)%
ROE	9.8%	8.0%	(1.8)P
Average exchange rates USD	¥152	¥150	¥(2)
Average exchange rates EUR	¥164	¥160	¥(4)

POINT!

Net Sales

- Flavors in Asia and Japan, fragrances in Europe grew. In the Fine chemicals business, shipments to overseas customers are expected to temporarily decline due to the timing of product switching.

Operating Profit

- While shipment volume and gross margin are expected to improve from the previous year, profit is forecast to decline due to higher SG&A expenses and the absence of prior-year one-off factors.

Ordinary Profit

- For FY2026, non-operating income is expected to be mainly derived from dividends, and no foreign exchange gains or losses are projected.

ROE

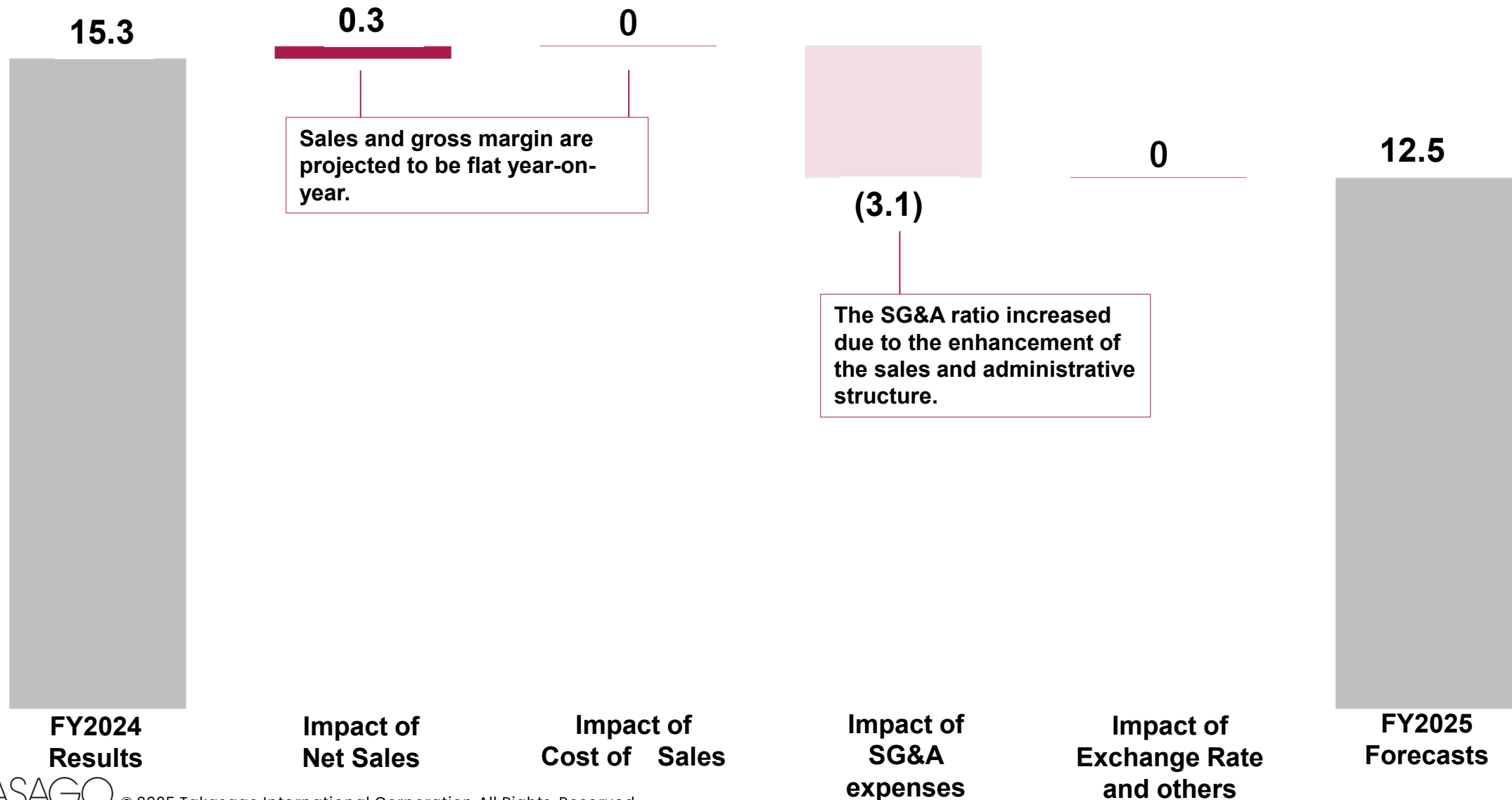
- ROE is expected to decline due to a decrease in operating profit, but we aim to achieve the mid-term target of 8.0%.

Attribution analysis for operating profit

[In JPY billion]

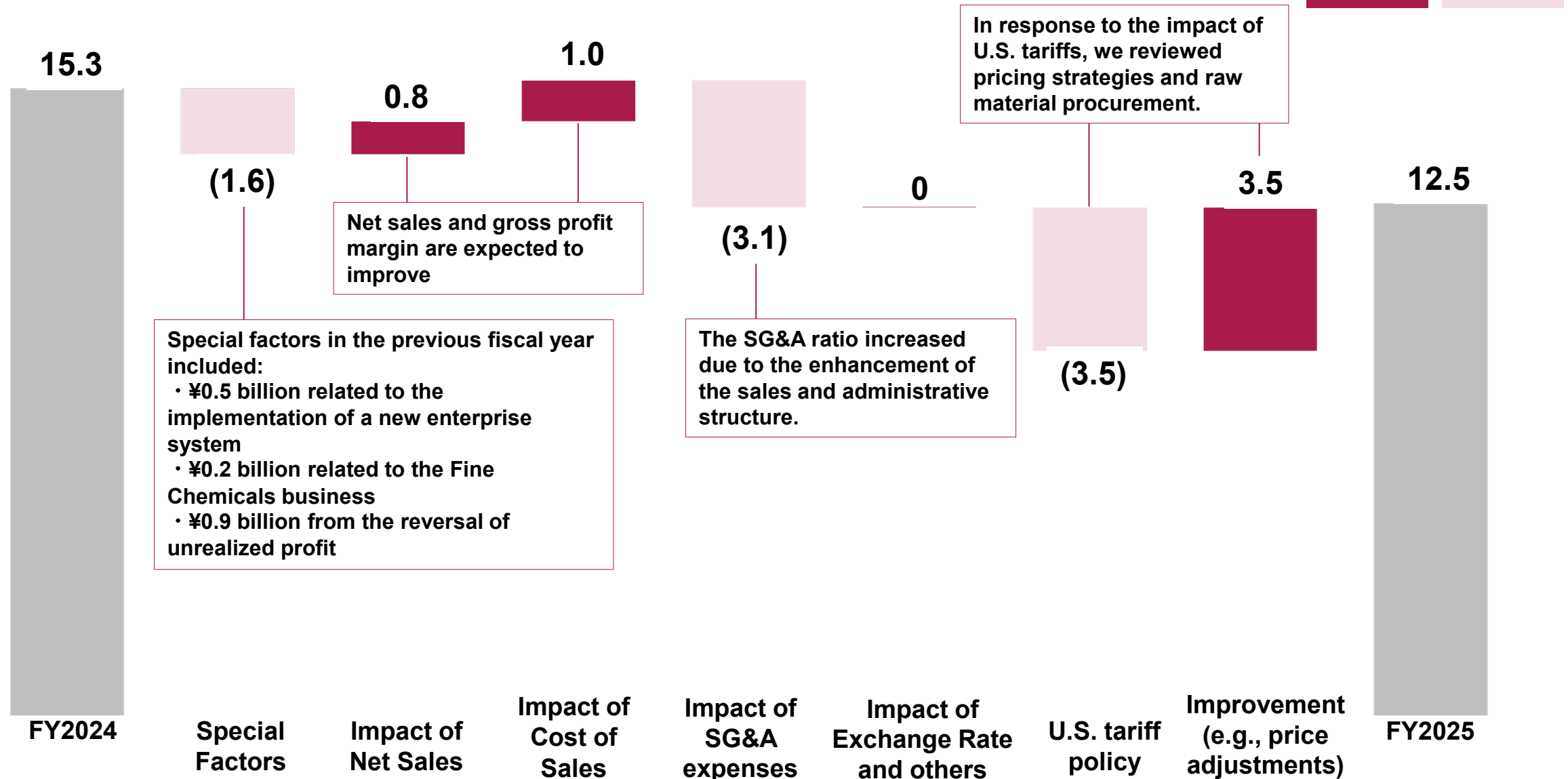
Increase

Decrease



Attribution analysis for operating profit

[In JPY billion]



Regional segment

[In JPY billion]	Net Sales			Operating Profit		
	FY2024	FY2025 Forecasts	Year-on-year Change %	FY2024	FY2025 Forecasts	Year-on-year Change %
J a p a n	73.6	73.8	+0.3%	4.5	2.5	(43.4)%
Americas	66.5	65.1	(2.1)%	2.6	3.0	+15.1%
E u r o p e	39.3	40.0	+1.8%	2.5	1.7	(32.6)%
A s i a	49.8	51.1	+2.5%	4.9	5.3	+8.0%
Adjustment	-	-	-	0.9	-	-
T o t a l	229.2	230.0	+0.3%	15.3	12.5	(18.5)%
P O I N T !	J a p a n	Pharmaceutical intermediates to Europe and the U.S. decreased.				
	A m e r i c a s	Although revenue declined due to special factors in the previous period, improved gross profit margin led to higher earnings.				
	E u r o p e	Operating profit declined due to an increase in the SG&A ratio, driven by depreciation and other costs associated with the new enterprise system.				
	A s i a	Profit increased due to higher sales volume of flavor products.				
	A d j u s t m e n t	Realization of unrealized profit recorded in FY2024.				

Business segment

[In JPY billion]	Net Sales			Operating Profit		
	FY2024	FY2025 Forecasts	Year-on-year Change %	FY2024	FY2025 Forecasts	Year-on-year Change %
F l a v o r	119.8	123.3	+2.4%	5.2	6.4	+19.3%
F r a g r a n c e	74.5	75.9	+1.5%	2.0	1.1	(48.8)%
A r o m a I n g r e d i e n t s	15.7	15.0	(0.3)%	2.6	1.7	(21.2)%
Fine Chemicals	17.8	14.4	(18.3)%	4.4	2.2	(51.4)%
O t h e r s	1.4	1.4	+0.6%	1.2	1.1	(10.0)%
T o t a l	229.2	230.0	+0.3%	15.3	12.5	(18.5)%
P O I N T !	F l a v o r	Profit increased primarily due to revenue growth in the Asia and Japan segments.				
	F r a g r a n c e	The SG&A expense ratio increased, primarily due to costs associated with the implementation of a new enterprise system at the French subsidiary.				
	A r o m a I n g r e d i e n t s	Profit declined primarily due to increased costs associated with strengthening the production framework in Japan.				
	Fine Chemical	Shipments to overseas customers are expected to temporarily decline due to the timing of product switching				

Capital investment, Depreciation expenses, R&D expenses

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

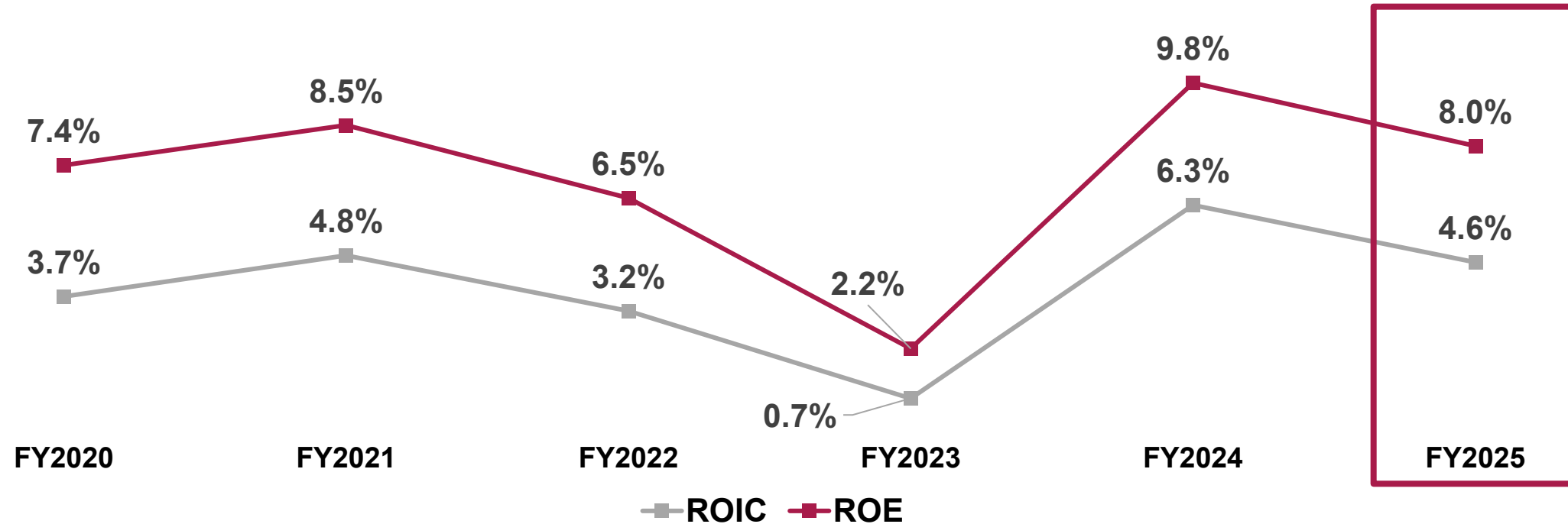
Ratio of R&D Expenses to N e t S a l e s	7.6%	8.0%	7.7%	8.3%
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P O I N T !	Capital Investment	Overseas investment increased, primarily due to costs related to the implementation of a new enterprise system at the European subsidiary.
	Depreciation Expenses	Capital expenditures increased due to the installation of pharmaceutical intermediate production facilities at the Iwata Plant and the launch of new enterprise systems at overseas sites.
	Ratio of R&D Expenses t o N e t S a l e s	Increased due to workforce expansion at subsidiaries.

IV. Capital Policy

Analysis : Capital return

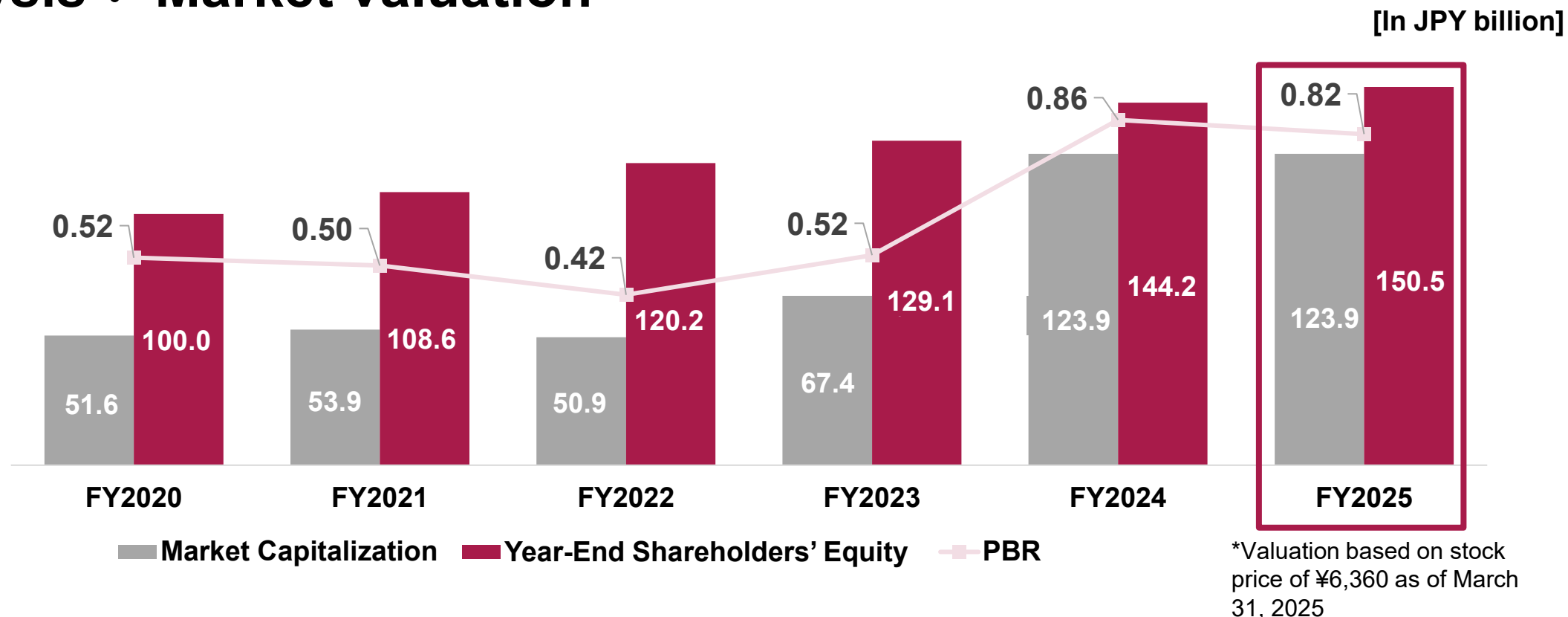
[In JPY billion]



POINT!

- Operating profit for FY2025 is expected to decline year over year. A partial divestment of strategic shareholdings will continue.

Analysis : Market valuation

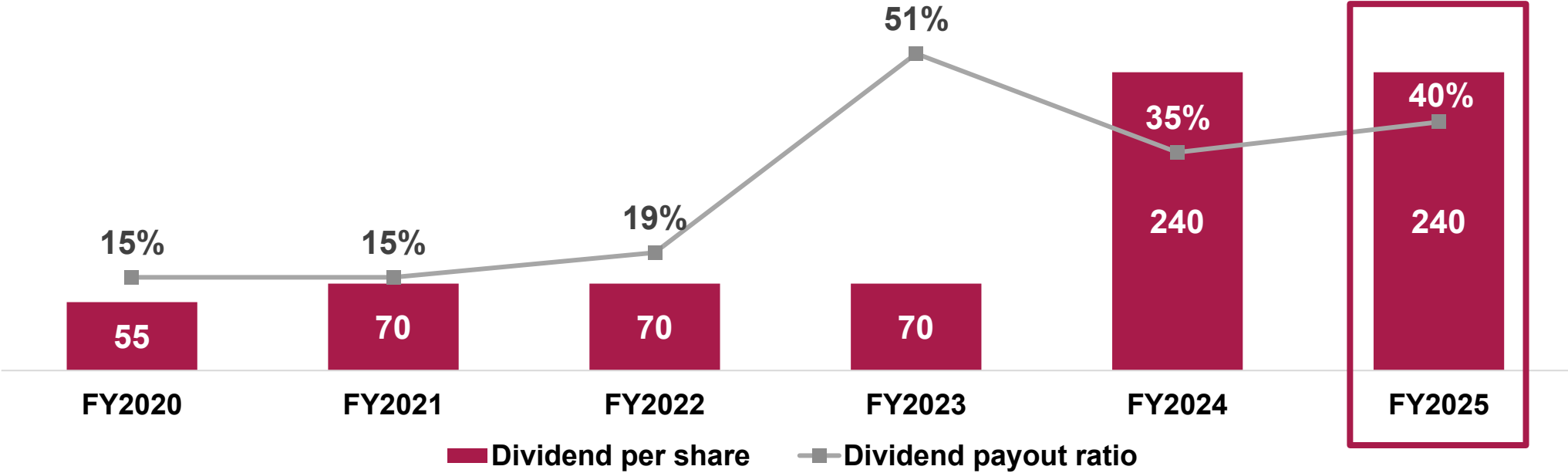


POINT!

■ Although the PBR has recently recovered to above 0.8x, it has yet to reach a consistently stable level above 1.0x

- A stable dividend policy will be maintained, alongside efforts to achieve quantitative targets.
- Engagements are being conducted primarily with long-term domestic and international investors.
- A stock split (1 to 5) will be implemented with September 30, 2025, aiming to enhance investment accessibility.

Dividend



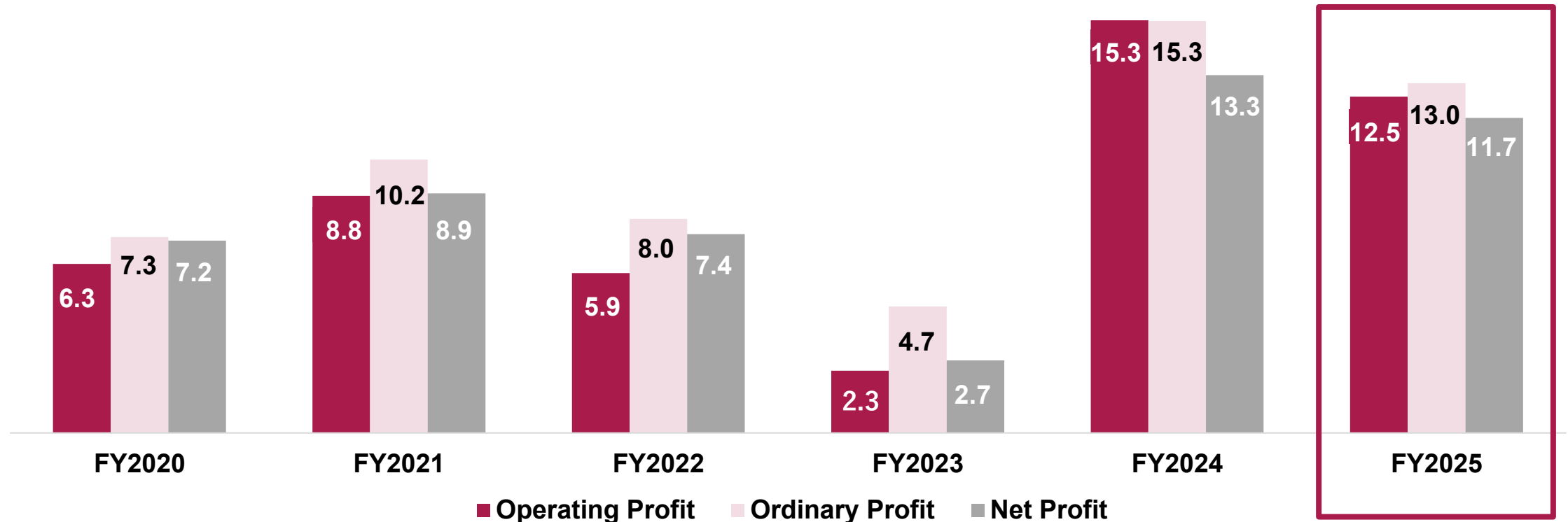
Dividend amount	¥1.1 billion	¥1.4 billion	¥1.4 billion	¥1.4 billion	¥4.7 billion	¥4.7 billion
DOE(%)	1.1	1.3	1.2	1.1	3.4	3.2

POINT!

- In FY2025, ¥240 per share (pre-stock split basis).
- In FY2025, the dividend payout ratio is expected to be 40%, exceeding the medium-term target of 30%.
- Forecast DOE is at 3.2%, also above the medium-term target of 3%.

Intermediate profit

[In JPY billion]

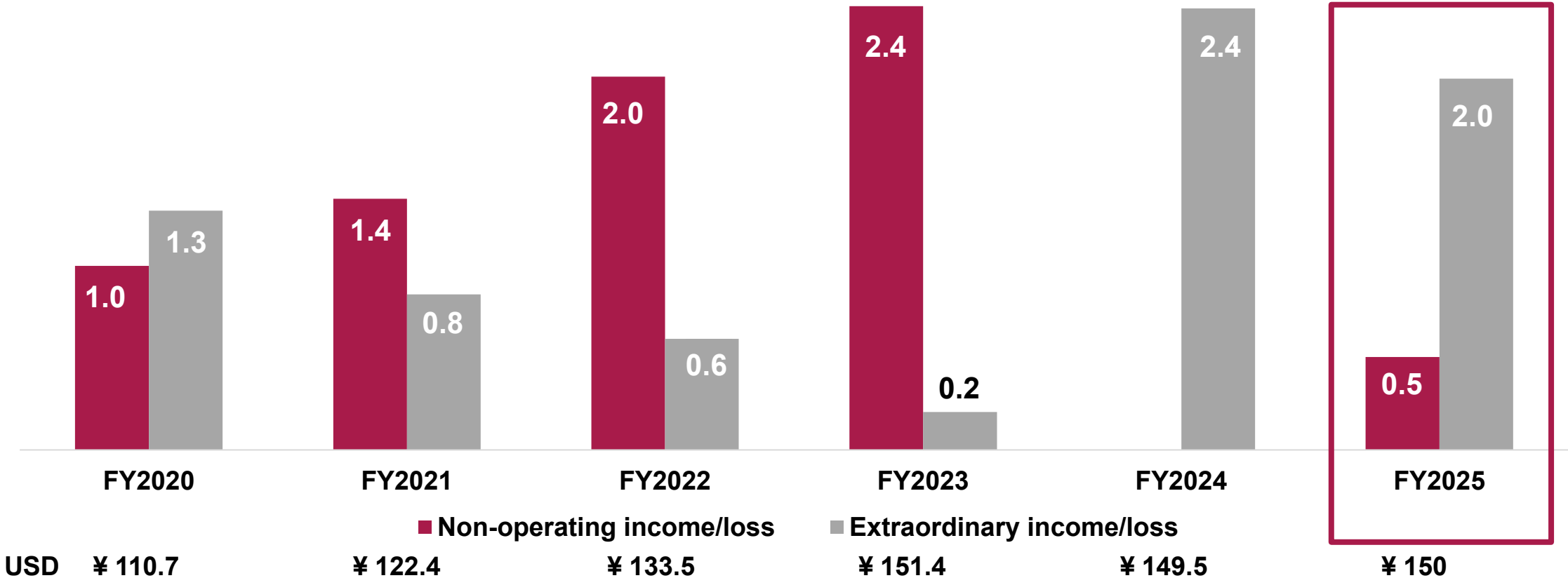


POINT!

- All levels of profit are expected to decline for FY2025.
- Key factors impacting each profit level include:
 - Ordinary Profit : Dividend income from investment securities and foreign exchange valuation gains/losses on foreign currency-denominated receivables and payables.
 - Extraordinary income : Gains from the sale of strategic shareholdings.

Non-operating/Extraordinary Income and Expenses

[In JPY billion]

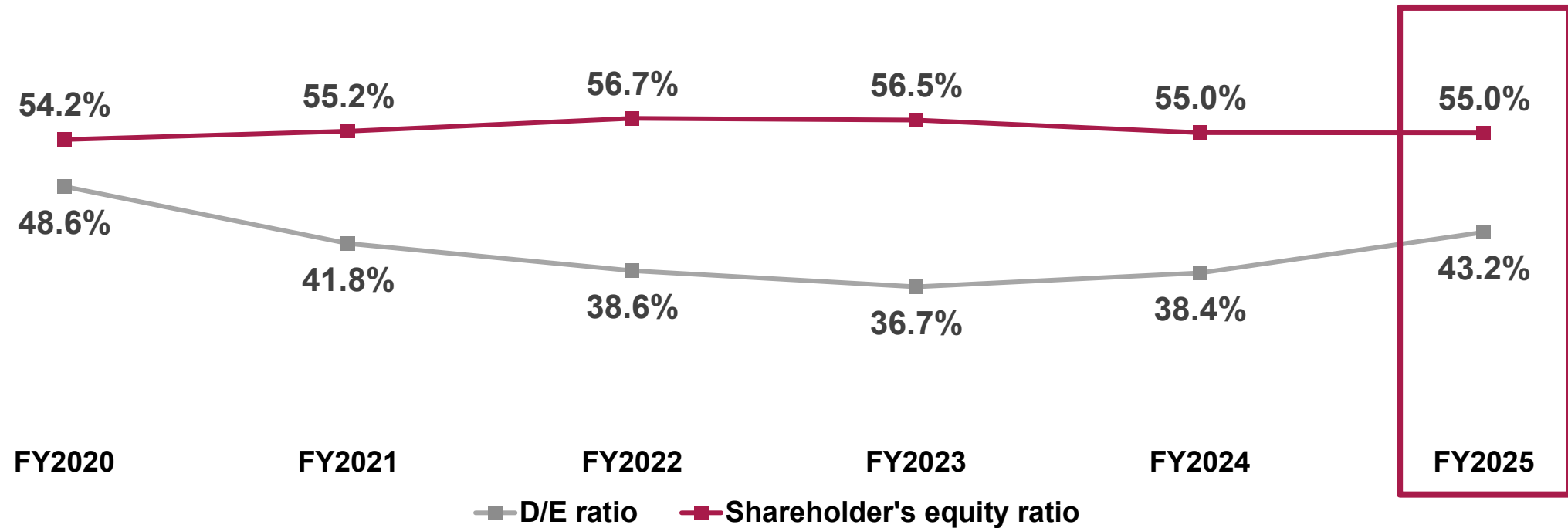


* Exchange rate at the end of the fiscal period

POINT!

- Non-operating income for FY2025 is expected to consist primarily of dividend income. No foreign exchange gains or losses are anticipated from the year-end revaluation of foreign currency-denominated receivables and payables.
- Extraordinary income for FY2025 is expected to mainly reflect gains from the sale of strategic shareholdings.

D/E Ratio, Shareholder's equity ratio, Investment Securities

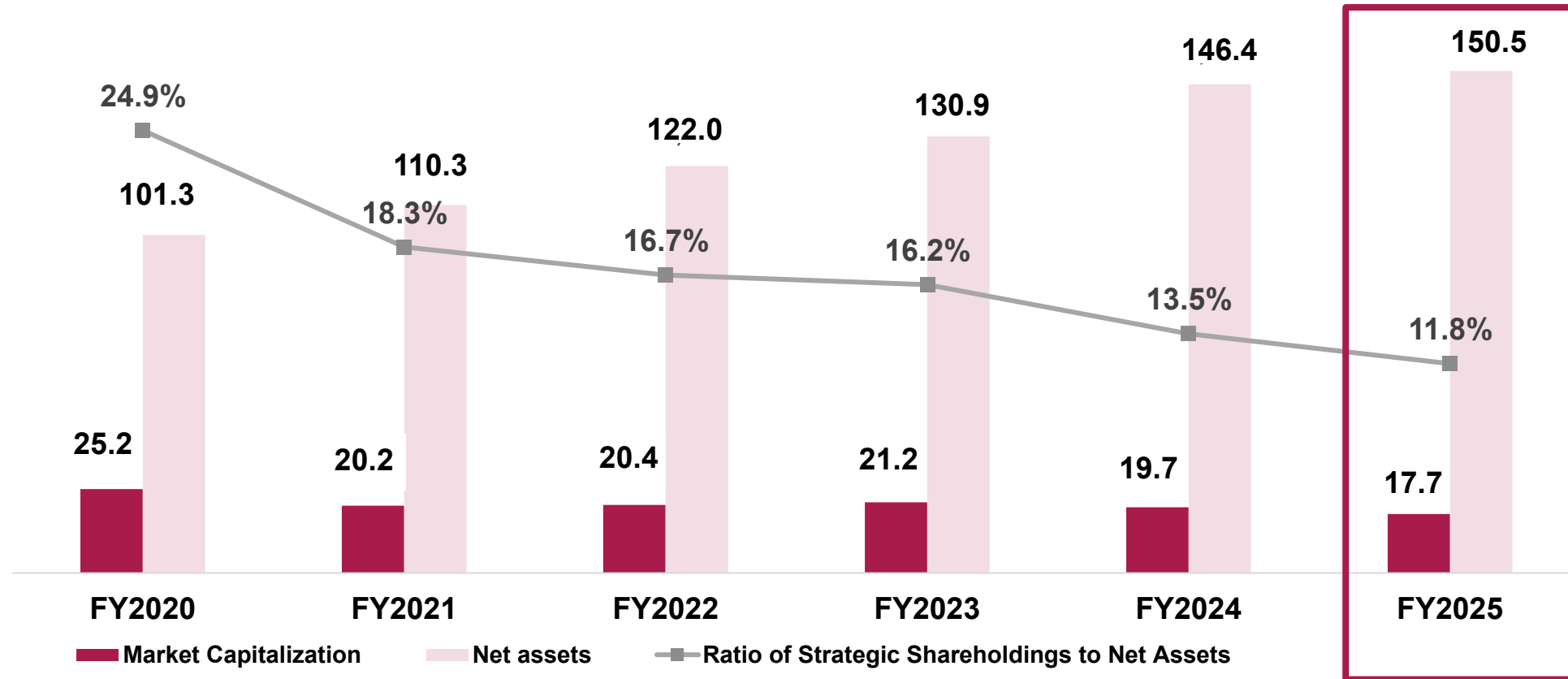


POINT!

- D/E ratio is expected to rise due to an increase in borrowings to support growth investments from FY2025 onward.
- Key investment projects include:
 - Installation of pharmaceutical intermediate production facilities in Iwata, Japan
 - Construction of a new plant in Zhangjiagang, China
 - Development of a new research center in Kamakura, Japan

Strategic shareholdings

[In JPY billion]

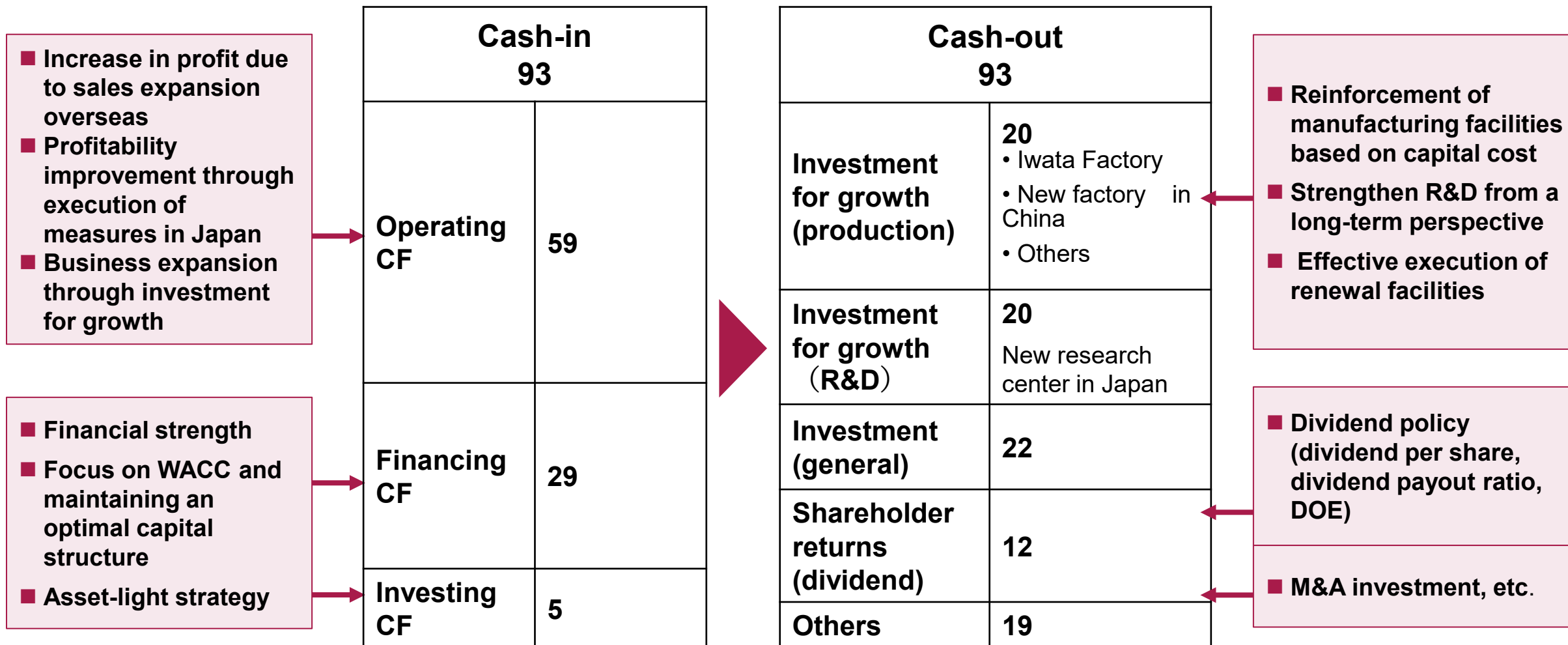


POINT!

- In FY2025, the partial sale of strategic shareholdings is expected to continue, following the previous year, bringing the ratio of such holdings to net assets down to the 11% range
- A further reduction to 10% is targeted by FY2026.

NGP-2: Capital Allocation

[In JPY billion]



Funds generated through operating and investing cash flows are allocated to **growth investments and shareholder returns**

FY2025 Capital Policy Indicator Forecast

	FY2025 Forecasts	NGP-2 (Announced on March,2025)
R O E	8.0%	8.0%-
Shareholders' equity ratio	55%	55% (Final year)
Ratio of strategic shareholdings to net assets	11.8%	10% (Final year)
Dividend per share	JPY 240	JPY 240-
Dividend payout ratio	40%	30%-
D O E	3.2%	3.0%-

POINT!

ROE

- Aiming for 8% in FY2025, in line with the medium-term management plan target.

Dividend per share

- A dividend of ¥240 per share is projected for FY2025 (pre-stock split basis).

DOE

- Targeting 3.2% in FY2025, exceeding the medium-term plan target.

V. Topics

Opening of Taste Innovation Centre in Bengaluru, India



■ Overview

- Facility Name : Takasago India Taste Innovation Centre (TITIC)
- Location : Bengaluru, India
- Business : Flavor business functions that involve Flavor Creation and Development, Sensory Evaluation, Flavor Application, Consumer Insight and Market Research and Sales & Marketing activities.
- Opening Date : May 1st , 2025

■ Background

- A large number of our key clients operate out of Bengaluru.
- The centre aims to strengthen relationships with key clients and drive sales growth.

■ Objectives

- TITIC will serve as a key platform to foster deep partnerships with valued customers, act as a hub for flavor and taste innovation that align with market expectations, and expand our market reach in this dynamic region.
- The Centre will also play an essential role in accelerating our growth trajectory and enhancing our competitive edge in this important market.

Establishment of Dubai Local Subsidiary by French Affiliate and Launch of New Creation Lab



■ Overview

- Facility Name : TBD (Dubai Local Subsidiary)
- Location : Dubai, UAE
- Business : Establishment of a local subsidiary in Dubai and launch of a new Creation Lab
- Planned Opening Date : October 2025

■ Background

- Demand for perfumes in the Middle East region, especially in Saudi Arabia and the United Arab Emirates, is growing rapidly, and the fragrance industry is expected to continue to grow.
- The Middle East is a highly profitable market for fragrance manufacturers due to the preference for expensive and luxurious products.

■ Objectives

- Expanding growth and profitability in Dubai, which is generally considered a business and export hub.
- Increase direct interaction with local customers and shorten lead time to meet their needs by adding creation laboratory capabilities locally.
- Focus on the Middle East region, which is very dynamic.

Move Forward



Thank you for your kind attention

※Disclaimer:

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

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VI. Appendix

Corporate Philosophy, Corporate Mission and Vision 2040

Corporate Philosophy

Contributing to Society through Technology

Corporate Mission

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

Vision 2040

Care for People, Respect the Environment

Our vision is to be:

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

NGP-2 Strategy

Vision 2040





NGP-2

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

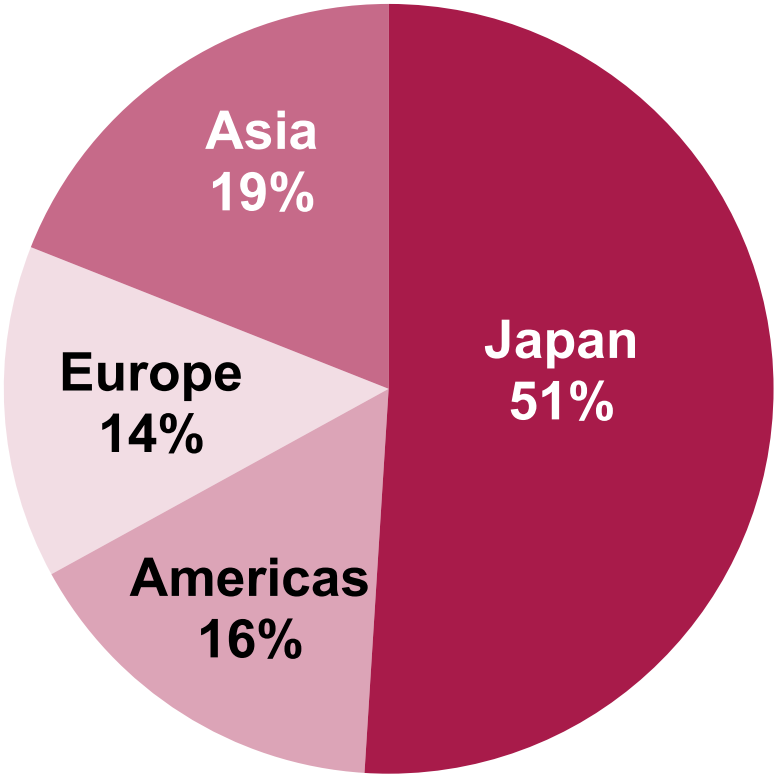
Characteristics of our businesses

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

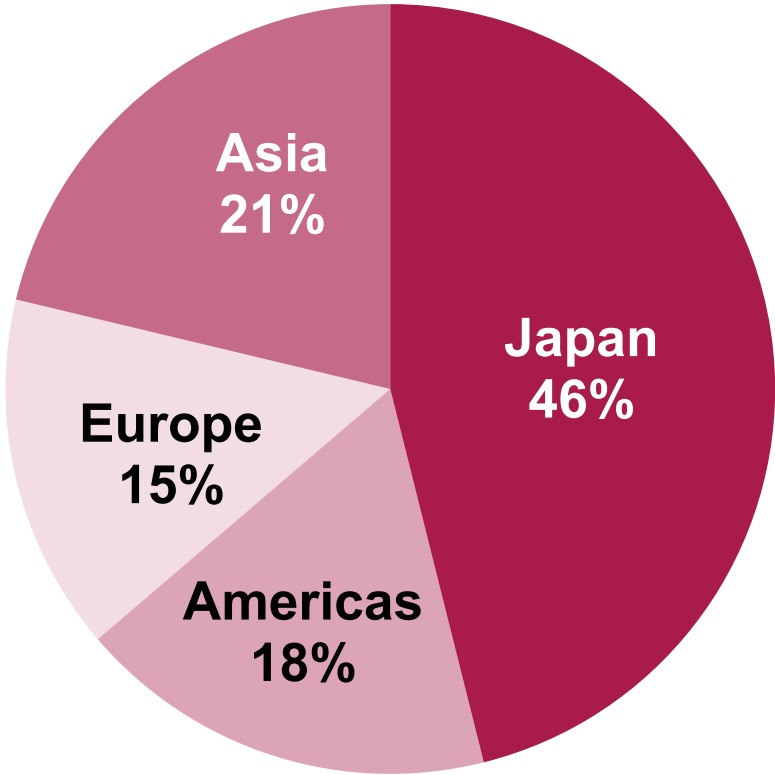
Growth of four businesses

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

Flavor Business Net sales by region

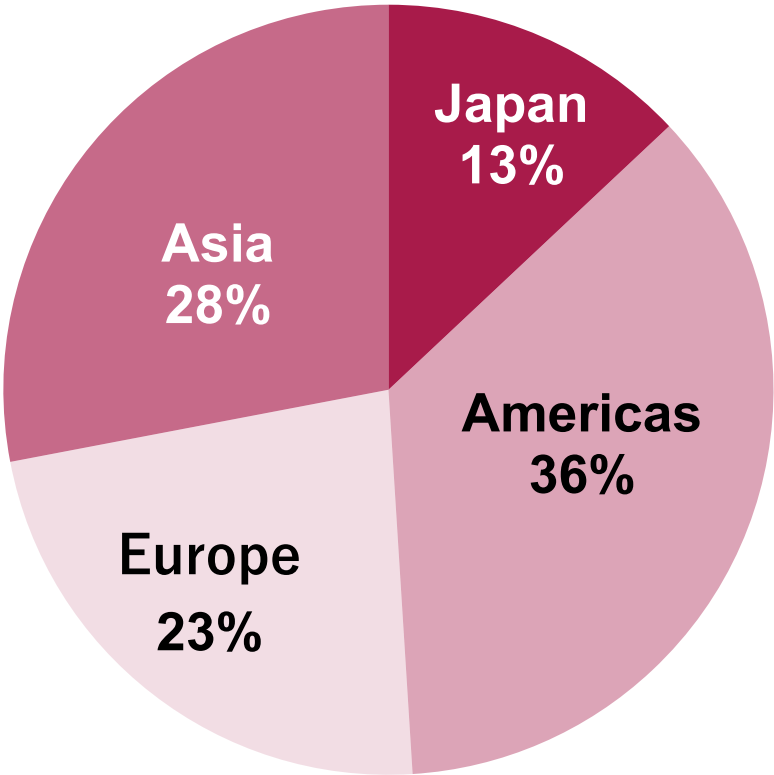


FY2023

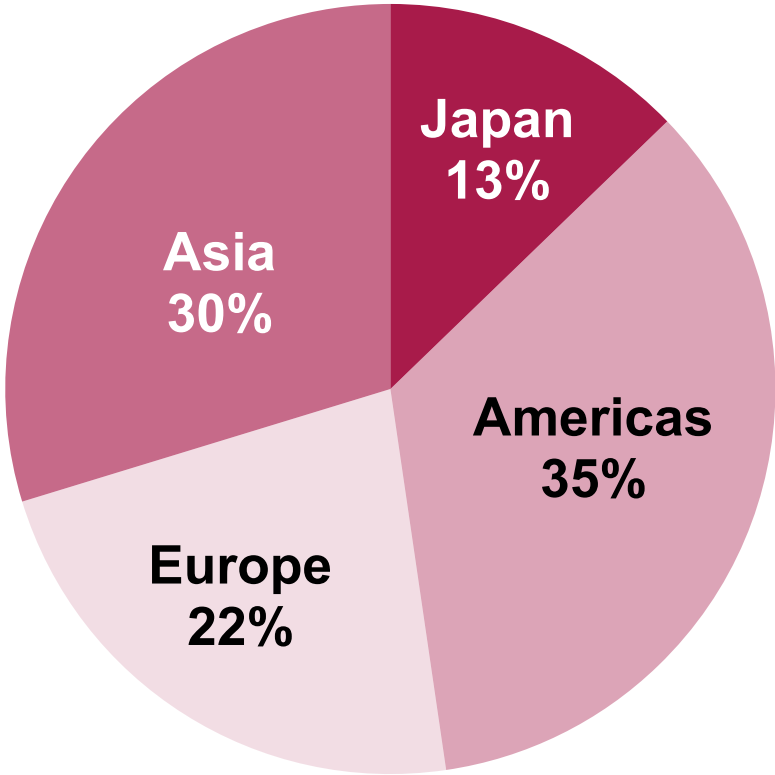


FY2024

Fragrance Business Net sales by region

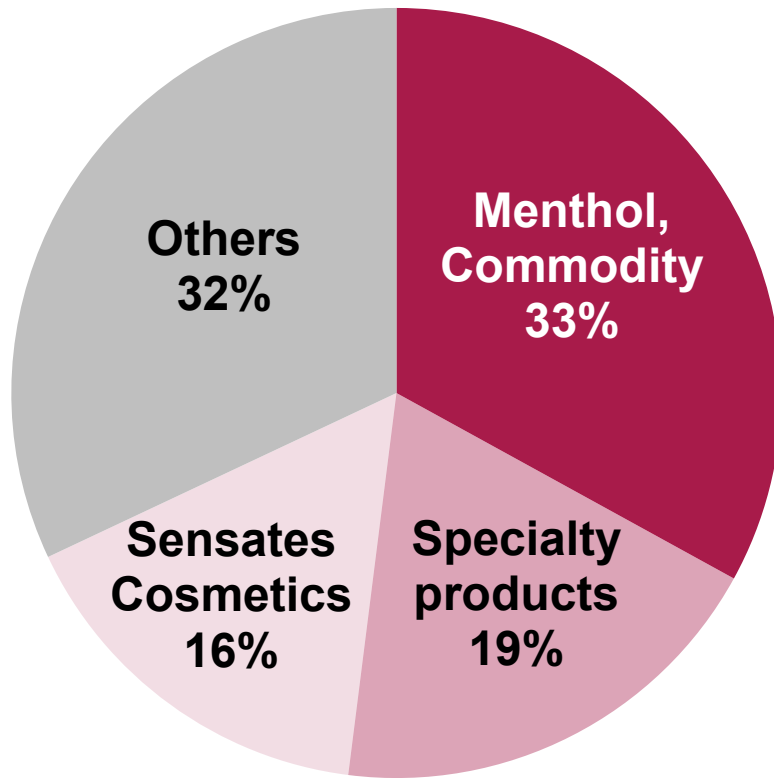


FY2023

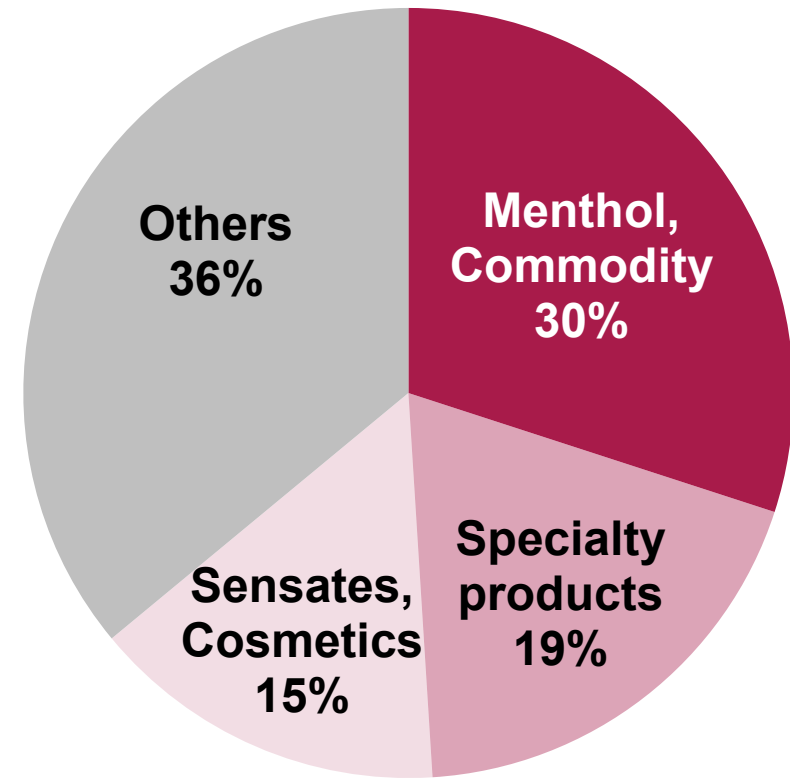


FY2024

Aroma Ingredients Business Net sales by category

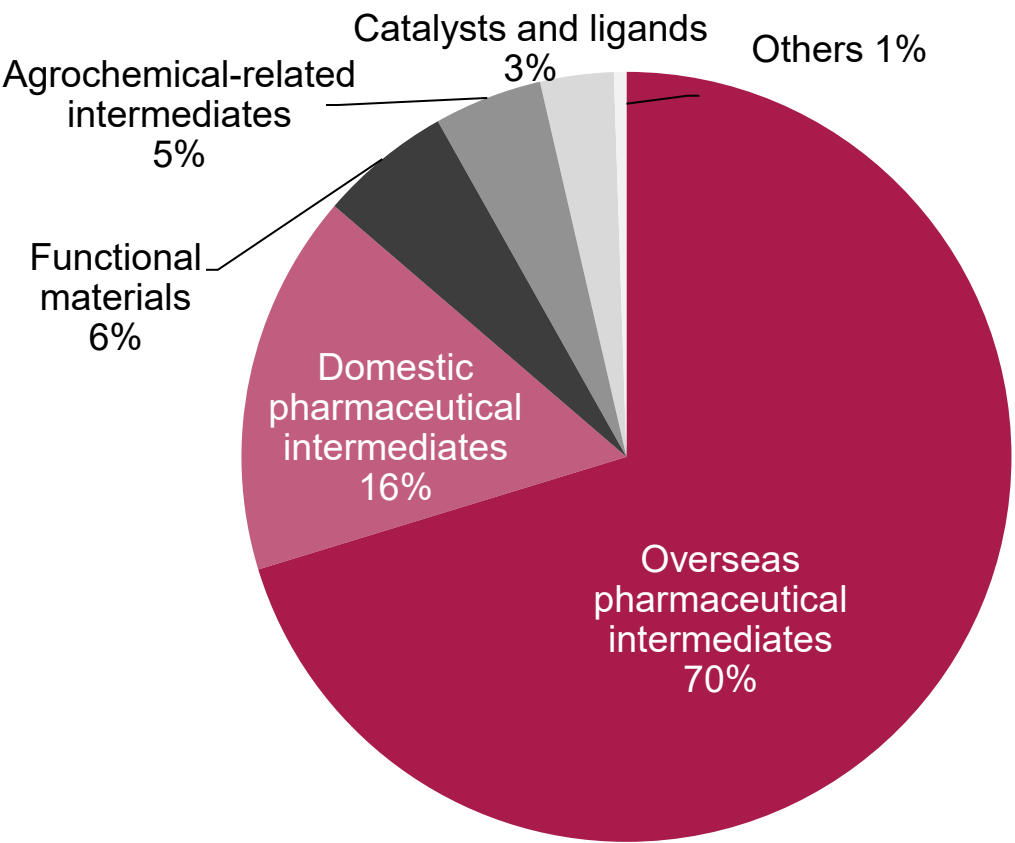


FY2023

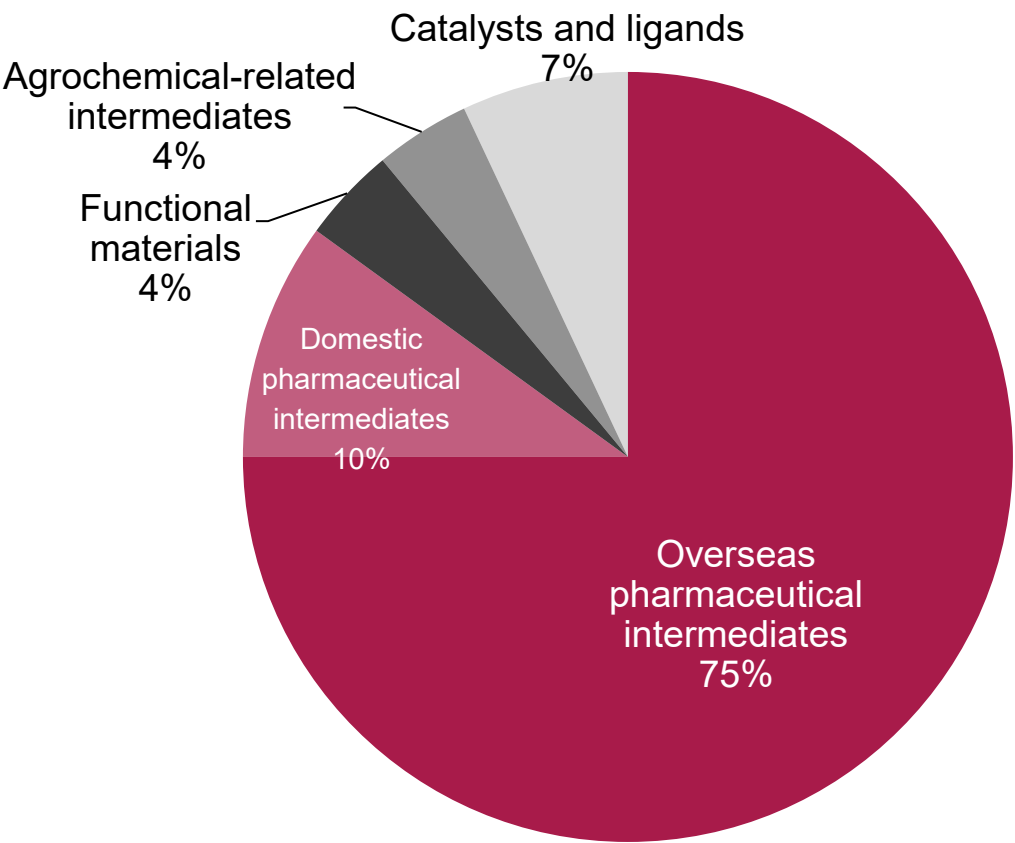


FY2024

Fine Chemicals Business Net sales by category



FY2023



FY2024