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

Stock Exchange Code: 4997
May 27, 2026
(Measures for electronic provision commenced on May 15, 2026)

To Shareholders with Voting Rights:

Hiroyuki Iwata
Representative Director, President
NIHON NOHYAKU CO., LTD.
19-8, Kyobashi 1-Chome, Chuo-ku,
Tokyo, Japan

NOTICE OF THE 127TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

The 127th Ordinary General Meeting of Shareholders of NIHON NOHYAKU CO., LTD. (hereinafter referred to as the "Company") will be held for the purposes as described below.

In convening this General Meeting of Shareholders, we have taken measures for electronic provision of materials. Information that constitutes the content of the Reference Documents for the General Meeting of Shareholders, etc. (matters to be provided electronically) has been posted on the websites as described below in "4. Websites Where Matters to be Provided Electronically are Posted." To review the information, please access either of the websites.

If you are unable to attend the meeting, you may exercise your voting rights via the Internet, etc. or in writing. Please exercise your voting rights by either method. The content of each proposal is presented in the Reference Documents for the General Meeting of Shareholders posted on the websites as described below in "4. Websites Where Matters to be Provided Electronically are Posted." Please review the documents, and following the instruction hereinafter described, exercise your voting rights by 5:25 p.m. on Tuesday, June 16, 2026, Japan time.

1. Date and Time: Wednesday, June 17, 2026 at 10:00 a.m. Japan time

2. Place: Banquet hall Ariake on the 2nd floor of Royal Park Hotel
located at 1-1, Nihonbashi-Kakigara-cho 2-Chome, Chuo-ku, Tokyo, Japan

3. Meeting Agenda:

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company's 127th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 127th Fiscal Year (April 1, 2025 - March 31, 2026)

Proposals to be resolved:

Proposal 1:	Appropriation of Surplus
Proposal 2:	Election of 7 Directors (Excluding Directors Serving as the Audit & Supervisory Committee Members)
Proposal 3:	Election of 4 Directors Serving as the Audit & Supervisory Committee Members
Proposal 4:	Amendment to the Amount of Remuneration for Directors (Excluding Directors Serving as the Audit & Supervisory Committee Members)
Proposal 5:	Amendment to the Amount of Remuneration for Directors Serving as the Audit & Supervisory Committee Members

4. Websites Where Matters to be Provided Electronically are Posted:

No.	Website name and URL	How to access each website
1	The Company's website ("General Meeting of Shareholders" in the "Stock Information" page of "IR") https://www.nichino.co.jp/ir/page_10094.html	Please refer to the "127th Ordinary General Meeting of Shareholders."
2	Listed Company Search (Tokyo Stock Exchange (TSE)'s website) https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show	Enter our issue name (company name) to the field of "Issue name (company name)" or our securities code to the field of "Code" and click "Search." Click "Basic information" and select the "Documents for public inspection/PR information" tab.
3	The Portal of Shareholders' Meeting (Sumitomo Mitsui Trust Bank's website) https://www.soukai-portal.net (Japanese only)	Please scan the QR code on the enclosed Voting Rights Exercise Form or enter the login ID and initial password.

5. Matters Decided for Convocation:

1) If you are exercising your voting rights by proxy, you can delegate the exercise of your voting rights to another shareholder who also owns voting rights. In such a case, please submit the following along with the proxy's own Voting Rights Exercise Form: (i) A written power of attorney (a document certifying the right of representation), and (ii) Documents verifying the shareholder's identity (Voting Rights Exercise Form, certificate of the seal affixed to the power of attorney, or a copy of your passport, driver's license, health insurance card, or other documents that can confirm that the delegation was made by the shareholder).

2) The documents (NOTICE OF THE 127TH ORDINARY GENERAL MEETING OF SHAREHOLDERS) sent to shareholders also serve as documents including matters to be provided electronically based on the requests for delivery of the paper copy. In accordance with laws and regulations and Article 15 of the Articles of Incorporation of the Company, the following matters are not included in the documents. Therefore, the paper-based documents to be delivered to shareholders who have requested delivery of the paper copy are part of the documents audited by the Audit & Supervisory Committee and the Accounting Auditor in preparing the audit reports.

- "Principal business," "Principal offices, research centers, and plants," "Major lenders," "Outline of content of liability limitation agreements," "Outline of content of directors and officers liability insurance contract," "Matters concerning outside officers," "Matters concerning Accounting Auditor," "Structures to secure the appropriateness of operations," "Operational status of structures to secure the appropriateness of operations," "Basic policy on the desired state of parties to control decisions on the company's financial and business policy," and "Other significant matters regarding the current status of the corporate group" in the Business Report
- "Consolidated Statement of Changes in Equity" and "Notes to the Consolidated Financial Statements" in the Consolidated Financial Statements
- Non-consolidated Financial Statements
- Audit report ("Accounting Auditor's Audit Report on the Consolidated Financial Statements," "Accounting Auditor's Audit Report on the Non-consolidated Financial Statements," and "Audit & Supervisory Committee's Audit Report")

3) For other matters decided for convocation, please refer to "6. Instruction for Exercising Voting Rights" on page 3.

6. Instruction for Exercising Voting Rights:

If you are attending the General Meeting of Shareholders

Please submit the enclosed Voting Rights Exercise Form at the reception desk.

Date and Time of the Meeting	Wednesday, June 17, 2026 at 10:00 a.m. Japan time

If you are not attending the General Meeting of Shareholders, please exercise your voting rights either via postal mail or the Internet.

Exercise of voting rights via the Internet

Please follow the instruction to enter your vote for or against the proposals.

Deadline of Exercise	Tuesday, June 16, 2026 at 5:25 p.m. Japan time

Exercise of voting rights by postal mail

Please indicate your approval or disapproval of the proposals on the attached Voting Rights Exercise Form and return it by the deadline. If no indication of approval or disapproval is made for each proposal by using the Voting Rights Exercise Form, it will be deemed as an indication of approval for the Company's proposals and disapproval for the shareholders' proposal.

Deadline of Exercise	Tuesday, June 16, 2026 at 5:25 p.m. Japan time

- If you wish to change your vote after exercising your voting rights, you will need to enter the "voting rights exercise code" and "password" indicated on the Voting Rights Exercise Form.
- If your voting rights are exercised in duplicate both via the Internet, etc., and in writing, the vote via the Internet, etc. shall be deemed valid. When voting rights are exercised multiple times via the Internet, etc., the last vote shall be deemed as the valid exercise of your voting rights.

◎ Should the matters to be provided electronically require revisions, matters before and after the revision will be posted on the respective websites where they are posted.

◎ A video recording of the proceedings of the General Meeting is planned to be posted on the Company's website (https://www.nichino.co.jp/ir/page_10094.html) (Japanese only) about one week after the day of the event.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Appropriation of Surplus

The Company's basic policy is to distribute stable and continuous dividends of profits to shareholders through enhancing the corporate value by expanding the business revenue and strengthening financial standing from the long-term perspective.

In the "Growing Global for Sustainability (GGS)" medium-term management plan, the Company has the dividend policy of distributing dividends, guided by a dividend payout ratio of 40% under the basic policy of a progressive dividend payment.

Taking into account the above policy and performance during the current fiscal year, the appropriation of surplus for the 127th fiscal year is proposed as follows.

Matters concerning the year-end dividend:

(1) Kind of dividend property:
Cash

(2) Matters concerning the allotment of dividend property to shareholders and total amount thereof:
24.0 yen per share of the Company's common stock, in a total amount of 1,890,510,984 yen
Furthermore, as an interim dividend of 12.0 yen per share was provided, the annual dividend will be 36.0 yen per share in total.

(3) The effective date of the dividend of surplus
Thursday, June 18, 2026

Proposal 2: Election of 7 Directors (Excluding Directors Serving as the Audit & Supervisory Committee Members)

The terms of office of all 7 Directors (excluding Directors serving as the Audit & Supervisory Committee Members; hereinafter the same) will expire at the conclusion of this Ordinary General Meeting of Shareholders. Accordingly, the Company proposes the election of 7 Directors.

This proposal was determined by the Board of Directors based on the reports from the Governance Committee, which is a voluntary advisory body of the Board of Directors, and the majority of whose members are independent officers. The Audit & Supervisory Committee deliberated this proposal and expressed its opinion that there are no matters to be pointed out.

The candidates for Director are as follows:

No.	Name	Current positions and responsibilities	Attributes				Attendance rate at Board of Directors meetings
1	Hiroyuki Iwata	Representative Director, President	Re-election	Male			100% (17 out of 17 meetings)
2	Haruhiko Tomiyasu	Director	Re-election	Male			100% (17 out of 17 meetings)
3	Shiro Takahashi	Managing Executive Officer, Division Manager of Corporate Planning Division, Division Manager of Administration Division, and responsible for special missions	New election	Male			—
4	Youji Shiga	—	New election	Male			—
5	Chizuko Nakata	Director	Re-election	Outside	Independent	Female	100% (17 out of 17 meetings)
6	Noboru Matsumoto	Director	Re-election	Outside	Independent	Male	100% (17 out of 17 meetings)
7	Shiyo Yamana	Director	Re-election	Outside	Independent	Female	100% (17 out of 17 meetings)

New election	New election Director candidate	Re-election	Reelection Director candidate	Outside	Outside Director candidate	Independent	Independent officer stipulated by stock exchanges, etc.
Male	Male	Female	Female				

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
1	Hiroyuki Iwata (November 3, 1963) Reelection Male Attendance rate at Board of Directors meetings 100% (17 out of 17 meetings)	April 1986 December 2013 August 2016 December 2016 December 2017 December 2018 June 2020 June 2021 June 2022	Joined the Company General Manager of Sales Dept. 1, Sales Division General Manager attached to Division Manager of Overseas Division Executive Officer, Deputy Division Manager of Overseas Division, and General Manager of Sales Dept. Asia, Overseas Division Executive Officer and Division Manager of Overseas Division Director and Senior Executive Officer, and Division Manager of Overseas Division Director and Senior Executive Officer, and Division Manager of Corporate Planning Division Director and Senior Executive Officer, Division Manager of Corporate Planning Division, and in charge of Overseas Division Representative Director, President (current position)	33,911
	[Reason for election as a candidate for Director] Mr. Hiroyuki Iwata has broad experience and knowledge gained by serving in the research and development segment, domestic and overseas sales segments (including the technical service & promotion segment) of the Company. He assumed the office of Director of the Company in 2018 and was engaged in creating and advancing the medium-term management plans as Division Manager of the Corporate Planning Division. He assumed the office of Representative Director, President of the Company in 2022, and is currently engaged in advancing the growth strategies to realize the Company's vision. The Company expects him to continue to steer the ongoing group management of the Company as a business administrator by drawing on these experiences and achievements.			
	[Special notes regarding the candidate for Director] There are no special interests between Mr. Hiroyuki Iwata and the Company.			

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="3">2</td><td>Haruhiko Tomiyasu
(July 7, 1956)

Reelection

Male

Attendance rate at Board of Directors meetings
100%
(17 out of 17 meetings)</td><td>April 1979

July 2005
June 2007

June 2009

December 2009
June 2014

June 2018

June 2020

June 2023</td><td>Joined The Dai-Ichi Kangyo Bank, Limited (current Mizuho Bank, Ltd.)
General Manager of Administration Division, Mizuho Bank, Ltd.
Full-time Audit and Supervisory Board Member, ADEKA Corporation
Director and Operating Officer, responsible for Legal & Public Relations Dept. and Financial & Accounting Dept., and Chairman of Internal Control Promotion Committee, ADEKA Corporation
Audit & Supervisory Board Member of the Company
Director and Managing Operating Officer, responsible for Human Resources Dept., Financial & Accounting Dept. and Information Systems Dept., and Chairman of Internal Control Promotion Committee, ADEKA Corporation
Director and Senior Managing Operating Officer, Assistant to President, responsible for Secretarial Dept., Human Resources Dept., and Procurement & Logistics Dept., and Chairman of Internal Control Promotion Committee, ADEKA Corporation
Director and Audit & Supervisory Committee Member of the Company
Representative Director and Senior Managing Operating Officer, Assistant to President, responsible for Secretarial Dept., Human Resources Dept., and Procurement & Logistics Dept., and Chairman of Internal Control Promotion Committee, ADEKA Corporation (current position)
Director of the Company (current position)</td><td>—</td></tr>
<tr><td colspan="3">[Reason for election as a candidate for Director]
Mr. Haruhiko Tomiyasu has engaged in the management of ADEKA Corporation, the Company’s parent company, as its Representative Director and Senior Managing Operating Officer. He has a wealth of experience and broad-based insight in corporate management. He has contributed to revitalizing the Board of Directors by continuously providing the Company with opinions and advice on the Company’s overall management. The Company has selected him as a candidate for Director, because the Company expects that he will contribute to the smooth advancement of the Company’s management and the strengthening of its management structure as Representative Director, Vice President in the future.</td></tr>
<tr><td colspan="3">[Special notes regarding the candidate for Director]
There are no special interests between Mr. Haruhiko Tomiyasu and the Company.
For the past 10 years to the present, Mr. Haruhiko Tomiyasu has been serving as an executive of ADEKA Corporation, the Company’s parent company, as described in past experience, positions, responsibilities and significant concurrent positions.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="3">3</td><td>Shiro Takahashi
(February 24, 1964)

New election

Male</td><td colspan="2">April 1986 Joined the Company
December 2008 General Manager of Human Resources Dept., Administration Division
December 2014 Managing Director, Nichino Service Co., Ltd. (the Company’s subsidiary)
December 2016 Executive Officer, Deputy Division Manager of Administration Division, and General Manager of Human resources Dept., Administration Division of the Company
December 2017 Executive Officer, Deputy Division Manager of Administration Division, and General Manager of General Affairs & Legal Dept., Administration Division
August 2018 Executive Officer and Deputy Division Manager of Administration Division
December 2018 Executive Officer of the Company
Representative Director, President, Nichino Ryokka Co., Ltd. (the Company’s subsidiary)
June 2020 Senior Executive Officer of the Company
Representative Director, President, Nichino Ryokka Co., Ltd.
June 2022 Senior Executive Officer and Division Manager of Corporate Planning Division of the Company
June 2024 Managing Executive Officer, Division Manager of Corporate Planning Division, Division Manager of Administration Division, and responsible for special missions (current position)</td><td>20,180</td></tr>
<tr><td colspan="4">[Reason for election as a candidate for Director]
Mr. Shiro Takahashi has broad experience and knowledge gained through his work in the Administration Division of the Company. From 2018, he has engaged in the management as Representative Director, President of Nichino Ryokka Co., Ltd., a subsidiary of the Company, where he accumulated extensive experience and achievements in business operations and organizational management. The Company expects him to draw on these experiences and achievements to contribute to the revitalization of the Board of Directors.</td></tr>
<tr><td colspan="4">[Special notes regarding the candidate for Director]
There are no special interests between Mr. Shiro Takahashi and the Company.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="4">4</td><td>Youji Shiga
(August 3, 1962)

New election

Male</td><td>April 1985 Joined ADEKA Corporation
June 2006 General Manager of Finance & Accounting Dept., ADEKA Corporation
June 2014 Operating Officer and General Manager of Finance & Accounting Dept., ADEKA Corporation
June 2018 Director and Operating Officer, General Manager of Finance & Accounting Dept., ADEKA Corporation
June 2022 Director and Operating Officer, responsible for Finance & Accounting Dept., Information System Dept., and Business Digitalization Dept., ADEKA Corporation
April 2024 Director and Operating Officer, responsible for Finance & Accounting Dept. and Information System Dept., ADEKA Corporation
June 2025 Director and Managing Operating Officer, responsible for Finance & Accounting Dept. and Information System Dept., ADEKA Corporation (current position)
(Significant concurrent positions)
Director and Managing Operating Officer, responsible for Finance & Accounting Dept. and Information System Dept. of ADEKA Corporation</td><td>—</td></tr>
<tr><td colspan="3">[Reason for election as a candidate for Director]
Mr. Youji Shiga serves as Director and Managing Operating Officer of ADEKA Corporation, the Company’s parent company. He has a wealth of experience and broad insight in business administration. The Company has selected him as a candidate for Director, because the Company expects him to contribute to revitalizing the Company’s Board of Directors by providing the Company with opinions and advice on the Company’s overall management.</td></tr>
<tr><td colspan="3">[Liability limitation agreement]
Subject to the approval of his election as Director, the Company intends to enter into an agreement with Mr. Youji Shiga to limit his liability to the amount stipulated by laws and regulations under Article 423, Paragraph 1 of the Companies Act.</td></tr>
<tr><td colspan="3">[Special notes regarding the candidate for Director]
There are no special interests between Mr. Youji Shiga and the Company.
For the past 10 years to the present, Mr. Youji Shiga served as an executive of ADEKA Corporation, the Company’s parent company as described in past experience, positions, responsibilities and significant concurrent positions.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="5">5</td><td>Chizuko Nakata
(September 29, 1956)

Reelection

Outside

Independent

Female

Attendance rate at Board of Directors meetings
100%
(17 out of 17 meetings)</td><td>November 1981
March 1984

July 1996

December 2015
June 2020
June 2025
(Significant concurrent positions)
Certified public accountant
Certified public tax accountant
Representative Director of Nakata Business Consulting Co., Ltd.</td><td>Joined Coopers & Lybrand Accounting Office
Established Nakata Certified Public Accountant Office (current position)
Established Nakata Business Consulting LPC (current Nakata Business Consulting Co., Ltd.) as Representative Director (current position)
Audit & Supervisory Board Member of the Company
Director and Audit & Supervisory Committee Member
Director (current position)</td><td>—</td></tr>
<tr><td colspan="3">[Reason for election as a candidate for Outside Director and overview of expected roles]
Ms. Chizuko Nakata has broad-based knowledge and insight in corporate management gained through her years of experience as certified public accountant and has provided the Company with valuable opinions and advice on the Company’s overall management from an objective standpoint. Furthermore, she has been serving as Chairperson of the Board of Directors of the Company since June 2025, and has made significant contributions to improving the effectiveness of the Board of Directors by leading the proceedings of the Board from an independent standpoint and promoting constructive discussions. The Company has continuously selected her as a candidate for Outside Director based on these achievements. She will have served as Outside Director for 6 years at the conclusion of this Ordinary General Meeting of Shareholders.</td></tr>
<tr><td colspan="3">[Matters concerning independence]
Ms. Chizuko Nakata satisfies the requirements for independent officer stipulated by the Tokyo Stock Exchange, Inc., and Independence Standards for Appointment of Independent Officers set forth by the Company. The Company has designated her as an independent officer and notified the Exchange to that effect. Subject to the approval of her election as Outside Director, the Company will notify the Exchange of her ongoing designation as an independent officer.</td></tr>
<tr><td colspan="3">[Liability limitation agreement]
The Company has entered into an agreement with Ms. Chizuko Nakata to limit her liability under Article 423, Paragraph 1 of the Companies Act. Subject to the approval of her election as Director, the Company intends to continue the agreement to limit her liability to the amount stipulated by laws and regulations.</td></tr>
<tr><td colspan="3">[Special notes regarding the candidate for Director]
There are no special interests between Ms. Chizuko Nakata and the Company.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="5">6</td><td>Noboru Matsumoto
(December 20, 1960)

Reelection

Outside

Independent

Male

Attendance rate at Board of Directors meetings
100%
(17 out of 17 meetings)</td><td>April 1984
March 2006
March 2007
March 2008
March 2011
March 2013
March 2018
June 2019
June 2023</td><td>Joined KOBAYASHI KOSÉ COMPANY LIMITED (current KOSÉ Holdings Corporation)
General Manager of Supply and Demand Control Dept., KOBAYASHI KOSÉ COMPANY LIMITED
General Manager of Cosmetaries Planning Dept., KOBAYASHI KOSÉ COMPANY LIMITED
General Manager of Sales Planning Dept., KOSÉ SALES CO., LTD.
Representative Director and President, TAIWAN KOSÉ CO., LTD.
General Manager of General Administration Dept., KOSÉ Corporation (current KOSÉ Holdings Corporation)
Executive Officer, KOSÉ Corporation
Standing Audit & Supervisory Board Member, KOSÉ Corporation
Director of the Company (current position)</td><td>—</td></tr>
<tr><td colspan="4">[Reason for election as a candidate for Outside Director and overview of expected roles]
Mr. Noboru Matsumoto has a wealth of experience and broad-based insight as operating officer of a listed company as well as manager of an overseas business entity. The Company has continuously selected him as a candidate for Outside Director, because the Company expects him to contribute to improving the effectiveness of the Company’s Board of Directors by providing the Company with opinions and advice on the Company’s overall management from an objective perspective.
He will have served as Outside Director for 3 years at the conclusion of this Ordinary General Meeting of Shareholders.</td></tr>
<tr><td colspan="4">[Matters concerning independence]
Mr. Noboru Matsumoto satisfies the requirements for independent officer stipulated by the Tokyo Stock Exchange, Inc., and Independence Standards for Appointment of Independent Officers set forth by the Company. The Company has designated him as an independent officer and notified the Exchange to that effect. Subject to the approval of his election as Outside Director, the Company will notify the Exchange of his ongoing designation as an independent officer.</td></tr>
<tr><td colspan="4">[Liability limitation agreement]
The Company has entered into an agreement with Mr. Noboru Matsumoto to limit his liability under Article 423, Paragraph 1 of the Companies Act. Subject to the approval of his election as Director, the Company intends to continue the agreement to limit his liability to the amount stipulated by laws and regulations.</td></tr>
<tr><td colspan="4">[Special notes regarding the candidate for Director]
There are no special interests between Mr. Noboru Matsumoto and the Company.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="5">7</td><td>Shiyo Yamana
(September 20, 1971)

Reelection

Outside

Independent

Female

Attendance rate at Board of Directors meetings
100%
(17 out of 17 meetings)</td><td>April 1997
July 2004
April 2012
November 2019

May 2020
August 2020
August 2023

June 2024
(Significant concurrent positions)
President and Representative Director of Productivity Garden Corporation</td><td>Joined Mitsubishi Corporation
Joined Goldman Sachs Japan Co., Ltd.
Joined Nomura Holdings, Inc.
President and Representative Director, Productivity Garden Corporation (current position)
CFO, Hollywood Cosmetics Co., Ltd.
Director and CFO, Hollywood Cosmetics Co., Ltd.
Representative Director, SBM Lab General Incorporated Association
Director of the Company (current position)</td><td>—</td></tr>
<tr><td colspan="3">[Reason for election as a candidate for Outside Director and overview of expected roles]
Ms. Shiyo Yamana has experience and broad-based insight in the management of business companies as well as overseas business and governance development in the financial industry. The Company has continuously selected her as a candidate for Outside Director, because the Company expects her to contribute to improving the effectiveness of the Company’s Board of Directors by providing the Company with opinions and advice on the Company’s overall management from an objective perspective.
She will have served as Outside Director for 2 years at the conclusion of this Ordinary General Meeting of Shareholders.</td></tr>
<tr><td colspan="3">[Matters concerning independence]
Ms. Shiyo Yamana satisfies the requirements for independent officer stipulated by the Tokyo Stock Exchange, Inc., and Independence Standards for Appointment of Independent Officers set forth by the Company. The Company has designated her as an independent officer and notified the Exchange to that effect. Subject to the approval of her election as Outside Director, the Company will notify the Exchange of her ongoing designation as an independent officer.</td></tr>
<tr><td colspan="3">[Liability limitation agreement]
The Company has entered into an agreement with Ms. Shiyo Yamana to limit her liability under Article 423, Paragraph 1 of the Companies Act. Subject to the approval of her election as Director, the Company intends to continue the agreement to limit her liability to the amount stipulated by laws and regulations.</td></tr>
<tr><td colspan="3">[Special notes regarding the candidate for Director]
There are no special interests between Ms. Shiyo Yamana and the Company.</td></tr>
</table>

(Note) To secure talented personnel and support proactive and bold business decision making toward growth, the Company entered into a directors and officers liability insurance contract, an outline of which is provided below. If a candidate assumes the office of Director (excluding Director Serving as the Audit & Supervisory Committee Member), he or she will be included in the insured under said contract. The Company plans to renew said contract with the same contents during his or her term of office.

[Outline of content of directors and officers liability insurance contract]

(1) Actual ratio of premiums paid by the insured

Premiums, including riders, are paid by the Company, and the insured does not bear the actual premiums.

(2) Outline of events insured against

The policy, together with riders, will cover damages and legal fees, etc., that may arise due to the insured directors and officers assuming liability for the execution of duties or receiving a claim related to the pursuit of such liability. However, there are certain exemptions, such as in case of actions taken with the knowledge that such actions are in violation of laws and regulations.

(3) Measures to ensure that the appropriateness of directors' and officers' duties are not impaired

The insurance contract contains stipulations regarding the amount of exemptions, and damages up to said exemption amount will not be covered.

Proposal 3: Election of 4 Directors Serving as the Audit & Supervisory Committee Members

The terms of office of all 4 Directors serving as the Audit & Supervisory Committee Members will expire at the conclusion of this Ordinary General Meeting of Shareholders.

Accordingly, the Company proposes the election of 4 Directors serving as the Audit & Supervisory Committee Members.

The Audit & Supervisory Committee has given its approval to this proposal.

The candidates for Directors serving as the Audit & Supervisory Committee Members are as follows:

No.	Name	Current positions and responsibilities	Attributes	Attendance rate at Board of Directors meetings	Attendance rate at Audit & Supervisory Committee meetings
1	Hideo Yamamoto	Director Audit & Supervisory Committee Member	Re-election, Male	100% (17 out of 17 meetings)	100% (9 out of 9 meetings)
2	Yoshiko Oshima	Director Audit & Supervisory Committee Member	Re-election, Outside, Independent, Female	100% (17 out of 17 meetings)	100% (9 out of 9 meetings)
3	Masuyo Ohtani	Director Audit & Supervisory Committee Member	Re-election, Outside, Independent, Female	100% (17 out of 17 meetings)	100% (7 out of 7 meetings)
4	Yoshinori Kiya	—	New election, Outside, Independent, Male	—	—

New election	New election Director candidate	Re-election	Reelection Director candidate	Outside	Outside Director candidate
Independent	Independent officer stipulated by stock exchanges, etc.				
Male	Male	Female	Female		

No.	Name (Date of birth)	Past experience, positions, responsibilities and significant concurrent positions		Number of shares of the Company held
1	Hideo Yamamoto (August 10, 1962) Reelection Male Attendance rate at Board of Directors meetings 100% (17 out of 17 meetings) Attendance rate at Audit & Supervisory Committee meetings 100% (9 out of 9 meetings)	April 1985 August 2006 December 2013 December 2015 December 2016 December 2017 August 2018 December 2018 August 2020 April 2021 June 2022 June 2023 April 2024 June 2024	Joined the Company General Manager of Sales Dept. 1, Sales Division General Manager of Accounting and System Dept., Administration Division Executive Officer, Deputy Division Manager of Sales Division, and General Manager of Marketing Dept., Sales Division Executive Officer, Deputy Division Manager of Sales Division, and General Manager of Technical Service & Promotion Dept., Sales Division Executive Officer, Deputy Division Manager of Domestic Sales Division, General Manager of Technical Service & Promotion Dept., Domestic Sales Division, and General Manager of Sales Dept. 1, Domestic Sales Division Executive Officer and Deputy Division Manager of Domestic Sales Division Director and Senior Executive Officer, and Division Manager of Domestic Sales Division Director and Senior Executive Officer, and Division Manager of Domestic Sales Division, General Manager of Smart Agriculture Promotion Dept., Domestic Sales Division Director and Senior Executive Officer, and Division Manager of Domestic Sales Division Director and Managing Executive Officer, Division Manager of Administration Division, responsible for Osaka Plant, General Manager of Osaka Plant, responsible for CSR Promotion Dept., and responsible for special missions Managing Executive Officer, Division Manager of Administration Division, responsible for Osaka Plant, General Manager of Osaka Plant, responsible for CSR Promotion Dept., and responsible for special missions Managing Executive Officer, Division Manager of Administration Division, and responsible for special missions Director and Audit & Supervisory Committee Member (current position)	30,304
	[Reason for election as a candidate for Director serving as the Audit & Supervisory Committee Member] Mr. Hideo Yamamoto has broad experience and knowledge gained by serving in the domestic sales and administration segments of the Company. He has also experience as Division Manager of Administration Division since 2022, along with expertise in finance and accounting gained through his career. The Company has selected Mr. Hideo Yamamoto as a candidate for Director serving as the Audit & Supervisory Committee Member, because the Company believes that he is adequate to serve as Director serving as the Audit & Supervisory Committee Member.			
	[Special notes regarding the candidate for Director serving as the Audit & Supervisory Committee Member] There are no special interests between Mr. Hideo Yamamoto and the Company.			

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="4">2</td><td>Yoshiko Oshima
(November 10, 1956)

Reelection

Outside

Independent

Female

Attendance rate at Board of Directors meetings
100%
(17 out of 17 meetings)

Attendance rate at Audit & Supervisory Committee meetings
100%
(9 out of 9 meetings)</td><td>April 1988

May 1989

April 1991
July 1991
August 1994
July 1995
May 1997
November 2001
June 2012

July 2013

September 2018
June 2020

(Significant concurrent positions)
Attorney-at-law and Certified public tax accountant</td><td>Registered as attorney-at-law (Dai-Ichi Tokyo Bar Association) and joined Nishimura & Sanada (current Nishimura & Asahi (Gaikokuho Kyodo Jigyo))
Joined Legal Affairs Department, Esso Sekiyu K.K. (current ENEOS Corporation)
Inter-Pacific Bar Association (current affiliation)
Joined Blakemore & Mitsuki
Joined Atsumi & Usui (current Atsumi & Sakai)
Joined Coudert Brothers LLP (New York)
Established Oshima Law Office (current position)
Member of International Bar Association
Designated Attorney for SME Overseas Expansion Support of Japan Federation of Bar Associations (current position)
Started practice as a certified public tax accountant (current position)
Audit & Supervisory Board Member of the Company
Director and Audit & Supervisory Committee Member (current position)</td><td>—</td></tr>
<tr><td colspan="3">[Reason for election as a candidate for Outside Director serving as the Audit & Supervisory Committee Member and overview of expected roles]
Ms. Yoshiko Oshima has expertise as an attorney-at-law and a certified public tax accountant, along with the legal knowledge and experience developed over the years through her professional career, and by providing the Company with opinions and advice on the Company’s overall management from an objective perspective, she has contributed to improving the effectiveness of the Company’s Board of Directors. In addition, drawing on her extensive experience in providing advice and support on legal issues related to companies expanding overseas, she has been instrumental in ensuring appropriate oversight of the Company’s global operations. Although she has no experience in being involved in corporate management except as an outside officer, the Company has again selected her as a candidate for Outside Director serving as the Audit & Supervisory Committee Member because, in addition to the reasons mentioned above, the Company believes that she is capable of adequately executing duties relevant to the position based on her solid track record of fulfilling the responsibilities as Outside Director of the Company. She will have served as Outside Director serving as the Audit & Supervisory Committee Member for 6 years at the conclusion of this Ordinary General Meeting of Shareholders.</td></tr>
<tr><td colspan="3">[Matters concerning independence]
Ms. Yoshiko Oshima satisfies the requirements for independent officer stipulated by the Tokyo Stock Exchange, Inc. and Independence Standards for Appointment of Independent Officers set forth by the Company. The Company has designated her as an independent officer and notified the Exchange to that effect. Subject to the approval of her election as Outside Director serving as the Audit & Supervisory Committee Member, the Company will notify the Exchange of her ongoing designation as an independent officer.</td></tr>
<tr><td colspan="3">[Liability limitation agreement]
The Company has entered into an agreement with Ms. Yoshiko Oshima to limit her liability under Article 423, Paragraph 1 of the Companies Act. Subject to the approval of her election as Director serving as the Audit & Supervisory Committee Member, the Company intends to continue the agreement to limit her liability to the amount stipulated by laws and regulations.</td></tr>
<tr><td colspan="3">[Special notes regarding the candidate for Director serving as the Audit & Supervisory Committee Member]
There are no special interests between Ms. Yoshiko Oshima and the Company.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="4">3</td><td>Masuyo Ohtani
(October 1, 1960)

Reelection

Outside

Independent

Female

Attendance rate at Board of Directors meetings
100%
(17 out of 17 meetings)

Attendance rate at Audit & Supervisory Committee meetings
100%
(7 out of 7 meetings)</td><td>October 1988 Joined Aoyama Audit Corporation
September 1992 Joined Kyoubasi Audit Corporation
Established Ohtani Certified Public Accountant Office (current position)
July 2013 Joined Meisho Audit Corporation (current TOWA Audit Corporation)
January 2017 Audit Committee Member, Yachiyo City
June 2023 Director of the Company
April 2025 Auditor, Deposit Insurance Corporation of Japan (current position)
June 2025 Director and Audit & Supervisory Committee Member of the Company (current position)
(Significant concurrent positions)
Certified public accountant
Certified public tax accountant
Auditor, Deposit Insurance Corporation of Japan</td><td>—</td></tr>
<tr><td colspan="2">[Reason for election as a candidate for Outside Director serving as the Audit & Supervisory Committee Member and overview of expected roles]
Ms. Masuyo Ohtani has broad-based knowledge and insight in corporate management, etc. gained through her years of experience as certified public accountant and by providing the Company with opinions and advice on the Company’s overall management from an objective perspective, she has contributed to improving the effectiveness of the Company’s Board of Directors. Although she has no experience in being involved in corporate management except as an outside officer, the Company has selected her as a candidate for Outside Director serving as the Audit & Supervisory Committee Member because, for the reasons mentioned above, the Company believes that she is capable of adequately executing duties relevant to the position. The Company expects her to continue to fulfill the above roles. She will have served as Outside Director for 3 years and Outside Director serving as the Audit & Supervisory Committee Member for 1 year, each at the conclusion of this Ordinary General Meeting of Shareholders.</td></tr>
<tr><td colspan="2">[Matters concerning independence]
Ms. Masuyo Ohtani satisfies the requirements for independent officer stipulated by the Tokyo Stock Exchange, Inc., and Independence Standards for Appointment of Independent Officers set forth by the Company. The Company has designated her as an independent officer and notified the Exchange to that effect. Subject to the approval of her election as Outside Director serving as the Audit & Supervisory Committee Member, the Company will notify the Exchange of her ongoing designation as an independent officer.</td></tr>
<tr><td colspan="2">[Liability limitation agreement]
The Company has entered into an agreement with Ms. Masuyo Ohtani to limit her liability under Article 423, Paragraph 1 of the Companies Act. Subject to the approval of her election as Director serving as the Audit & Supervisory Committee Member, the Company intends to continue the agreement to limit her liability to the amount stipulated by laws and regulations.</td></tr>
<tr><td colspan="2">[Special notes regarding the candidate for Director serving as the Audit & Supervisory Committee Member]
There are no special interests between Ms. Masuyo Ohtani and the Company.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Past experience, positions, responsibilities
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="4">4</td><td>Yoshinori Kiya
(July 21, 1957)

New election

Outside

Independent

Male</td><td>April 1997 Registered as attorney-at-law (Tokyo Bar Association) and joined Kawamura Law Firm
April 2002 Member of the Special Committee on Tax Matters, Tokyo Bar Association (current position)
April 2007 Part-time Lecturer of Department of Law, Faculty of Law of Keio University
April 2008 Vice Chairperson of the Special Committee on Tax Matters, Tokyo Bar Association
April 2020 Secretary of Department of the Companies Act, Tokyo Bar Association (current position)
(Significant concurrent positions)
Attorney-at-law</td><td>—</td></tr>
<tr><td colspan="3">[Reason for election as a candidate for Outside Director serving as the Audit & Supervisory Committee Member and overview of expected roles]
Mr. Yoshinori Kiya has extensive experience as an attorney and possesses a high level of insight and expertise. As a legal expert, he is expected to strengthen the effectiveness of the Board of Directors' decision-making and oversight functions from a position independent of management, and has therefore been selected as a candidate for Outside Director serving as an Audit & Supervisory Committee Member. Although he has no direct experience in corporate management, the Company has determined that, as an attorney specializing in the field of corporate law, he is well-qualified to appropriately fulfill the duties of Outside Director serving as an Audit & Supervisory Committee Member from the perspective of management oversight and control.</td></tr>
<tr><td colspan="3">[Matters concerning independence]
Mr. Yoshinori Kiya satisfies the requirements for independent officer stipulated by the Tokyo Stock Exchange, Inc., and Independence Standards for Appointment of Independent Officers set forth by the Company. Subject to the approval of his election as Outside Director, the Company will notify the Exchange of his designation as an independent officer.</td></tr>
<tr><td colspan="3">[Liability limitation agreement]
Subject to the approval of his election as Director serving as the Audit & Supervisory Committee Member, the Company intends to enter into an agreement with Mr. Yoshinori Kiya to limit his liability to the amount stipulated by laws and regulations under Article 423, Paragraph 1 of the Companies Act.</td></tr>
<tr><td colspan="3">[Special notes regarding the candidate for Director serving as the Audit & Supervisory Committee Member]
There are no special interests between Mr. Yoshinori Kiya and the Company.</td></tr>
</table>

(Note) To secure talented personnel and support proactive and bold business decision making toward growth, the Company entered into a directors and officers liability insurance contract, an outline of which is provided below. If the candidates are appointed as Directors serving as the Audit & Supervisory Committee Members, they will be included as insured under said contract.

The Company plans to renew said contract with the same contents during their term of office.

[Outline of content of directors and officers liability insurance contract]

(1) Actual ratio of premiums paid by the insured

Premiums, including riders, are paid by the Company, and the insured does not bear the actual premiums.

(2) Outline of events insured against

The policy, together with riders, will cover damages and legal fees, etc., that may arise due to the insured directors and officers assuming liability for the execution of duties or receiving a claim related to the pursuit of such liability. However, there are certain exemptions, such as in case of actions taken with the knowledge that such actions are in violation of laws and regulations.

(3) Measures to ensure that the appropriateness of directors' and officers' duties are not impaired

The insurance contract contains stipulations regarding the amount of exemptions, and damages up to said exemption amount will not be covered.

(Reference)

Skills Matrix of Directors (Plan after the conclusion of this Ordinary General Meeting of Shareholders)

Based on "Basic Principles of the NICHINO Group," "Vision," "NICHINO Group Action Charter," "Sustainability Basic Policy," and "Corporate Governance Guidelines," the Company has defined the skills that the Company's Directors should possess as the following "Skills Matrix" chart.

Name	Positions	Independence (Outside Director only)	Expertise and experience						
			Corporate management	Industry knowledge	Overseas business	Research & development	Sustainability	Finance & accounting	Governance & risk management
Hiroyuki Iwata	Representative Director, President		●	●	●	●	●		●
Haruhiko Tomiyasu	Representative Director, Vice President		●					●	●
Shiro Takahashi	Director		●	●			●	●	●
Youji Shiga	Director		●					●	●
Chizuko Nakata	Director (Outside Director)	●						●	●
Noboru Matsumoto	Director (Outside Director)	●	●		●				●
Shiyo Yamana	Director (Outside Director)	●	●		●		●	●	●
Hideo Yamamoto	Director Full-time Audit & Supervisory Committee Member			●			●	●	●
Yoshiko Oshima	Director (Outside Director) Audit & Supervisory Committee Member	●			●			●	●
Masuyo Ohtani	Director (Outside Director) Audit & Supervisory Committee Member	●						●	●
Yoshinori Kiya	Director (Outside Director) Audit & Supervisory Committee Member	●							●

(Notes)
1. The applicable requirements for "Corporate management" are defined as individuals with management experience in the relevant skill, or those who have experience as operating officers at listed companies other than the Company or at companies of comparable scale.
2. The applicable requirements for "Industry knowledge" are defined as individuals with practical experience or management experience in the relevant skill, or experts in the relevant skill.
3. The applicable requirements for "Overseas business" are defined as individuals with practical experience or management experience in the relevant skill, experts in international business, or those with overseas assignment or overseas work experience.
4. The applicable requirements for "Research & development" are defined as individuals with practical experience or management experience in the relevant skill, or those with work experience at universities or external research institutions.
5. The applicable requirements for "Sustainability" are defined as individuals with practical experience or management experience in the relevant skill, those with advisory experience related to the relevant skill, or experts in the relevant skill.
6. The applicable requirements for "Finance & accounting" are defined as individuals with practical experience or management experience in the relevant skill, those with advisory experience related to the relevant skill, certified public accountants, tax accountants, other qualified professionals, or experts in the relevant skill.
7. The applicable requirements for "Governance & risk management" are defined as individuals with practical experience in legal affairs, compliance, risk management, internal control departments, etc., those with management or advisory experience in these areas, those with active involvement in establishing corporate governance or crisis management response, qualified professionals such as attorney-at-law, or experts in the relevant skill.
8. "Individuals with practical experience" in the notes refers, in principle, to those who have been engaged in the relevant operations as their main duties for 3 years or more.

(Reference)

Independence Standards for Appointment of Independent Officers

1. In order to serve as an independent officer of the Company, he/she shall not fall under any of the following categories of persons.
   (1) A person who is an executive director, executive officer, manager, or other employee (hereinafter collectively referred to as an "Executive Director, etc.") of the Company or any of its subsidiaries, or a person who was an Executive Director, etc., of the Company during the past 10 years prior to assuming the office of independent officer (if the person has, at any time during those past 10 years, served as a non-executive director [meaning a director who does not fall under the criteria of an executive director; hereinafter the same shall apply], audit & supervisory board member or accounting advisor of the Company or any of its subsidiaries, during the past 10 years prior to assuming the office of such position).
   (2) A major shareholder of the Company (meaning a shareholder holding 10% or more of the voting rights; hereinafter the same shall apply). If such major shareholder is a corporation, a person who is an executive director, executive officer, corporate officer, manager or other employee of such corporation, or the parent company or any of the major subsidiaries of such corporation (hereinafter collectively referred to as an "Executive Person"), or an Executive Person thereof during the last three years.
   (3) A person whose major business partner is the Company or any of its subsidiaries (meaning a person who received payment equivalent to 2% or more of the Company's consolidated annual sales for the most recent fiscal year from the Company or any of its subsidiaries; hereinafter the same shall apply). If such person is a corporation, a person who is an Executive Person of such corporation, or has been an Executive Person at any time during the three fiscal years prior to the most recent fiscal year.
   (4) A major business partner of the Company (meaning a person who made payments equivalent to 2% or more of the Company's consolidated annual sales for the most recent fiscal year to the Company; hereinafter the same shall apply). If such person is a corporation, a person who is an Executive Person of such corporation, or has been an Executive Person at any time during the three fiscal years prior to the most recent fiscal year.
   (5) A person who is a director (limited to those who are responsible for the business execution) of an organization (for example, public interest incorporated foundation, public interest incorporated association, non-profit corporation, etc.), which received donations or grants exceeding ¥10 million per year on average over the past three fiscal years, from the Company or any of its subsidiaries, or a person who is an officer, corporate member or employee who executes business of such organization.
   (6) A person who is an Executive Person of a corporation which has accepted director(s) (either full-time or part-time) from the Company or any of its subsidiaries, or of the parent company or any of the subsidiaries of such corporation.
   (7) A person who is an Executive Person, or has been an Executive Person in the last three years, of a financial institution or other major creditor (hereinafter referred to as a "Major creditor, etc.") that is essential to the Company's financing and is relied upon by the Company to the extent that there is no substitute, or the parent company or any of major subsidiaries of such major creditor, etc.
   (8) A person who is currently an accounting auditor, certified public accountant (or tax accountant) who serves as accounting advisor, or a member, partner or employee of an auditing firm (or tax accountant office) for the Company or any of its subsidiaries.

(9) A person who has been an accounting auditor, certified public accountant (or tax accountant) who served as accounting advisor, or a member, partner or employee of an auditing firm (or tax accountant office) who has actually engaged in the auditing operations (excluding assisting involvement) for the Company or any of its subsidiaries over the last three years (including those who are currently retired from or have left the relevant organization).

(10) A person who is an attorney-at-law, certified public accountant, tax accountant or any other consultant that does not fall under items (8) or (9) above, and has received monetary or any other financial benefits of ¥10 million or more per year on average over the past three years, in addition to directors' remuneration, from the Company or any of its subsidiaries.

(11) A person who is a member, partner, associate or employee of a law firm, audit firm, tax accountant office, consulting firm or any other professional advisory firm which does not fall under items (8) or (9) above, and has received payment of ¥10 million or more per year on average over the past three years, from the Company or any of its subsidiaries.

(12) Any person who was an Executive Person, non-executive director or audit & supervisory board member of the parent of the Company in the period of 10 years prior to his/her appointment.

(13) Any person who is, or was in the last 10 years, an Executive Person in a sister company of the Company (a company that has the same parent as the Company).

(14) A spouse, a relative within the second degree, or a relative living in the same household of the person listed hereunder.

A. Person listed above

B. Executive Person, non-executive director, accounting advisor or audit & supervisory board member of the parent of the Company

2. In order to serve as an independent officer of the Company, it is required that he/she be free from risk of developing a substantive conflict of interest on a constant basis with the Company's general shareholders for reasons other than those covered by Paragraph 1 above.
3. Even if he/she falls under any of the categories set forth in Paragraph 1 above, when the Company believes that the individual is appropriate to be appointed as an independent officer of the Company based upon his/her personal quality and insight, it may appoint such individual as an independent officer on the condition that it explains to the public that he/she satisfies the requirements for outside director set forth by the Companies Act, and provides reasons why it considers he/she be appropriate for its independent officer.

Proposal 4: Amendment to the Amount of Remuneration for Directors (Excluding Directors Serving as the Audit & Supervisory Committee Members)

The maximum annual aggregate amount of remuneration, etc., for Directors (excluding Directors who are Audit & Supervisory Committee Members; the same shall apply hereinafter in this Proposal) was approved to be 330 million yen (including the maximum annual aggregate amount of remuneration for Outside Directors of 30 million yen) at the Ordinary General Meeting of Shareholders held on June 26, 2020, and has not been revised since said Ordinary General Meeting of Shareholders. In light of the ongoing review of the Board composition through an increase in the number of Outside Directors for the purpose of strengthening corporate governance; the expansion of the responsibilities and expected roles of Outside Directors, as well as changes in economic conditions and the business environment, the remuneration levels of Outside Directors at other companies, and other relevant circumstances; and having received a report from the Governance Committee, which serves as a voluntary advisory body to the Board of Directors on matters relating to executive remuneration; the Board of Directors has determined that the following constitutes an appropriate amount, and hereby requests approval to increase the maximum annual aggregate amount of remuneration for Directors to 360 million yen (including the maximum annual aggregate amount of remuneration for Outside Directors of 60 million yen), and to authorize the Board of Directors to determine the specific amount of remuneration for each Director, the timing of payment, and other related matters by resolution of the Board of Directors.

The remuneration, etc., set forth herein shall not include the portion of employees' salaries for Directors who also serve as employees.

The current number of Directors is 7 (including 3 Outside Directors). If Proposal 2, "Election of 7 Directors (Excluding Directors Serving as the Audit & Supervisory Committee Members)," is approved as proposed, there will also be no change in the number of Directors.

Proposal 5: Amendment to the Amount of Remuneration for Directors Serving as the Audit & Supervisory Committee Members

The maximum annual aggregate amount of remuneration, etc., for Directors serving as Audit & Supervisory Committee Members was approved to be 60 million yen at the Ordinary General Meeting of Shareholders held on June 26, 2020, and has not been revised since said Ordinary General Meeting of Shareholders. In light of the expansion of the responsibilities and expected roles of Directors serving as Audit & Supervisory Committee Members resulting from the strengthening of the corporate governance framework and the advancement of internal control and risk management systems; changes in economic conditions and the business environment, the remuneration levels of Outside Directors serving as Audit & Supervisory Committee Members at other companies, and other relevant circumstances; the Board of Directors has determined that the following constitutes an appropriate amount, and hereby requests approval to increase the maximum annual aggregate amount of remuneration for Directors serving as Audit & Supervisory Committee Members to 90 million yen, and to authorize the Directors serving as Audit & Supervisory Committee Members to determine the specific amount of remuneration for each Director serving as an Audit & Supervisory Committee Member, the timing of payment, and other related matters through consultation among the Directors serving as Audit & Supervisory Committee Members.

The current number of Directors serving as Audit and Supervisory Committee Members is 4 (including 3 Outside Directors serving as Audit and Supervisory Committee Members). If Proposal 3, “Election of 4 Directors Serving as the Audit & Supervisory Committee Members,” is approved as proposed, there will also be no change in the number of Directors serving as Audit & Supervisory Committee Members.

(Appendix)

Business Report

(April 1, 2025 - March 31, 2026)

I. Overview of the corporate group

1. Business progress and results

During the fiscal year ended March 31, 2026 (hereinafter referred to as the "fiscal year under review"), the global economy saw varied trends. The U.S. economy continued to expand moderately, although uncertainty remained due to U.S. trade policy trends. In Europe, the economy picked up mainly in the euro area, and the U.K. economy also recovered moderately. In China, the economy experienced slower growth as the sluggish real estate market continued. In Japan, the economy maintained a gradual recovery path as employment and income conditions improved, although continued attention was required regarding uncertainty in the external environment, including trends in raw material and energy prices amid heightened tensions in the Middle East.

In the environment surrounding agriculture, farm production continued steadily growing since demand for agricultural products expanded on the background of an increasing global population and the economic development of emerging markets. Meanwhile, the global agrochemical market saw continued difficult economic conditions for farmers and persistently low agrochemical prices, as in the previous year. However, conditions improved on a local currency basis as weather conditions recovered in many regions and opportunities to apply crop protection products increased with the expansion of cultivation areas.

Looking at major sales territories of the Group, in the domestic market, agrochemical demand remained strong due to an increase in pests such as Pentatomorpha caused by continued high temperatures, as well as the impact of increased rice planting areas resulting from soaring rice prices, and other factors.

In North America, although there were increases and decreases in cultivation areas by crop type, demand for crop protection products remained strong due to the frequent occurrence of diseases and pests caused by high temperatures and dry conditions. In Central and South America, cultivation areas expanded for soybeans and other crops and agrochemical demand increased, but agrochemical prices trended downwards due to price declines for certain products such as generic crop protection products. In Europe, demand for crop protection products remained weak due to the impact of unfavorable weather conditions in some regions. In Asia, agrochemical prices and demand remained weak due to reduced application opportunities caused by heavy rainfall in India, as well as the overall low incidence of diseases and pests.

Under such circumstances, the Group engaged in the initiatives of the medium-term management plan, "Growing Global for Sustainability (GGS)," and has been aiming to deepen its business strategies, advance environmental management, and promote human capital management while achieving a balance of sustainability between the entire society and the Group.

Major efforts during the fiscal year under review included the completion of registration applications in Japan and South Korea for the new active ingredient Cybenzoxasulfyl (Development Codes: NNI-2101, NRI-2211). We also commenced exclusive distribution in Japan of fruit tree sector products of BASF Japan Ltd. (hereinafter referred to as "BASF"), with the aim of expanding the Group's business and earnings for sustainable growth. Furthermore, through a patent application resulting from open innovation with the Natural Product Biosynthesis Research, Environmental Resource Science Center, RIKEN, and an investment in NARO Plant Hospital Co., Ltd., an agricultural research startup launched by the National Agriculture and Food Research Organization, we promoted initiatives to create new revenue sources.

For the consolidated fiscal year under review, net sales amounted to 111,822 million yen (up 11,855 million yen or 11.9% year-on-year) mainly due to increases in sales in Japan, North America, and Europe in the crop protection products the Group's core business. In terms of profits, mainly due to the increase in sales centered on North America and Europe, which have higher profit margins for the Company's overseas sales, in addition to an increase in net sales, operating profit came to 10,878 million yen (up 2,301 million yen or 26.8% year-on-year). In addition, as subsidy income accompanying data usage related to agrochemical registrations rose at a U.S. subsidiary and equity in the earnings of affiliates increased due to the strong performance of European affiliates, ordinary profit was 10,527 million yen (up 3,440 million yen or 48.6% year-on-year), and profit attributable to owners of parent was 7,228 million yen (up 4,872 million yen or 206.8% year-on-year).

An overview of each business segment is as follows:

(1) Agrochemical business

Regarding agrochemical sales in Japan, rice cultivation areas increased due to heightened production enthusiasm driven by soaring rice prices, and sales of rice paddy products including core internally developed products performed strongly. In addition, sales of products of Corteva Agriscience Japan Limited (hereinafter referred to as "Corteva") were robust, and with the commencement of sales of BASF's products for the fruit tree sector in Japan, total net sales of crop protection products in Japan exceeding those in the previous fiscal year.

For overseas agrochemical sales, in North America, the Company's efforts to promote the adoption of our products in the nut sector, in addition to our core market of the fruit trees sector, proved successful, expanding our sales share. In particular, in California, the Company's key market in the United States, a significant rise in temperatures from late February to March 2026 accelerated the growth of fruit trees and caused an increase in pests outbreaks, resulting in increased sales of insecticide buprofezin and insecticide fenpyroximate. In addition, herbicide pyraflufen-ethyl performed strongly in sales to peers in Canada, and Nichino America, Inc. achieved record-high net sales. In Central and South America, although the Company promoted the normalization of distribution inventories in Brazil, sales of Sipcam Nichino Brasil S.A. decreased year-on-year due to lower agrochemical prices caused by sluggish agricultural commodity markets and the aggressive expansion of generics, as well as the low incidence of diseases and pests due to cool and rainy conditions. In Europe, sales of the active ingredient flubendiamide to Bayer increased. Furthermore, although agrochemical demand in Europe trended downwards as mentioned above, the Company's efforts to promote the adoption of our products for fruit trees and vegetables proved successful, with herbicide pyraflufen-ethyl for fruit trees and potatoes and other products performing strongly at Nichino Europe Co., Ltd. In addition, with the integration of Interagro (UK) Ltd.'s operations and the full-scale launch of direct sales in the UK and Ireland, Nichino Europe Co., Ltd. also achieved record-high net sales. In Asia, while sales in West Asia were sluggish due to lost application opportunities caused by heavy rainfall, sales by Nichino India Pvt. Ltd. increased year-on-year as sales to peers increased. As a result, total overseas net sales exceeded those of the same period of the previous year.

As a result of the above, net sales of the agrochemical business amounted to 105,455 million yen (up 10,883 million yen or 11.5% year-on-year) and operating profit amounted to 10,666 million yen (up 1,935 million yen or 22.2% year-on-year).

(2) Chemicals other than agrochemical business

In the chemicals business, sales in the termiticide sector remained steady. In the pharmaceutical business, sales of topical antifungal drug luliconazole were robust, particularly for onychomycosis in the domestic market.

As a result of the above, net sales of the chemicals other than agrochemical business amounted to 4,173 million yen (up 652 million yen or 18.5% year-on-year) and operating profit amounted to 769 million yen (up 293 million yen or 61.7% year-on-year).

Business	Net sales	Composition
Agrochemical business	105,455 million yen	94.3%
Chemicals other than agrochemical business	4,173 million yen	3.7%
Other business	2,193 million yen	2.0%

2. Research and development activities

(1) Research activities

In the "Growing Global for Sustainability (GGS)" medium-term management plan, the Company has set goals to strengthen its foundation of discovery capabilities for creating new compounds and to improve research and development capabilities in new business areas (crop aid products, pharmaceutical and animal health products, and new production technologies). In the fiscal year ended March 31, 2026, its second year, the Company achieved results in exploratory and development research for strengthening the foundation of drug discovery capabilities, while energetically advancing the development of a variety of DX infrastructure and data-driven drug discovery using independently developed AI.

1) Creation of new compounds

In the agrochemical field, which is the Group's core business, with the goal of "launching one agent every three years," the Company has engaged in exploratory research by unifying the four segments of chemistry, biology, safety and adding research support departments, while maximizing the use of technologies and infrastructure that have been developed and expanded through DX promotion and diversifying seed research through open innovation with universities and public research institutions, etc. Among the promising development candidate compounds, two compounds have already been advanced as pipeline compounds and the Company is accumulating various data and conducting feasibility studies for their commercialization, with plans to submit them to the test for practical application of new crop protection products in Japan within one to two years. As for new compounds to come, the Company is also advancing efficient exploratory research through the use of AI and the application of internal cutoff criteria related to safety. These progresses are the result of the implementation of the global simultaneous development and registration system that has been established and maintained during the previous medium-term management plan, and the NICHINO Group will continue to accelerate development as a whole.

2) Promotion of new chemical development and maintaining and expanding existing chemicals

Under cooperation among group companies, the Company promoted the development of new chemicals and worked on maintaining and expanding the value of existing chemicals. In new chemical development, the Company proceeded to evaluate applicability and obtain registration data for a novel general insecticide cybenzoxasulfyl for which the ISO name (the common name for the active ingredient as designated by the International Organization for Standardization) has been confirmed. In addition, we have independently elucidated its mechanism of action and submitted a research paper on the findings. The paper has been published in a specialized journal and has received high acclaim as an academically outstanding research achievement. In existing chemical development, the Company further enriched the promotional data for benzpyrimoxan (product name: "Orchestra"), an insecticide for paddy rice with an expanded mixture lineup, and promoted its spread in Japan and India. For other existing active ingredients, the Company continued to evaluate their applicability to maximize value and continued to consider active ingredient cost reductions in collaboration with production sites in India.

The Company evaluated performance of candidate products of biotic pesticides and crop aid products for introduction from other companies, which are the focus areas in the company-wide policy, and is currently evaluating whether to develop and hand them within the Company and its group companies. The Company has decided to develop a novel microbial insecticide domestically and has also acquired the rights for intellectual property, development, registration, and sales of the novel microbial biofungicide, and is working on evaluating its mode of action and effective usage methods. This agent has already obtained EPA registration in the United States and the Company is actively pursuing assessments of its application in Europe and other global markets. In addition to having completed the registration application for the physical acting insecticide Verdasol in Europe, the Company is diligently making decisions on the development and handling to expand the lineup of environmentally friendly products globally. We are also clarifying the distinctive benefits of new biostimulants, which will follow our existing "Cross Value" product already on sale in Japan, and are proceeding with development considerations.

3) Promoting consideration of new businesses

The Company has identified promising development candidates in the pharmaceutical and animal health care products by utilizing the agrochemical technologies cultivated to date. The Company has already launched several promising projects, including joint research with other companies, and we are advancing research with the goal of making it one of the pillars of the life science field. In particular, the Company will pursue synergies in the joint research with ADEKA Corporation, primarily in the animal health care field.

In addition to the pharmaceutical and animal health care product field, the Company has been examining whether there are other business areas where the research know-how and proprietary technologies can be

utilized, and has focused on the fragrances and cosmetics fields as new research themes aimed at commercialization. The Company has organized the issues that are expected to arise from the establishment of these technologies to the creation of a business model, and is promoting them as projects toward commercialization through collaboration with external organizations and the use of open innovation.

Going forward, the Company will continue to strengthen its research capabilities across all phases of exploration, development, and new business, and conduct global and sustainable research activities toward the achievement of the GGS targets.

(2) Development activities

During the fiscal year under review, as the second fiscal year of the GGS medium-term management plan, the Company continued to work to maximize the proprietary active ingredients in the global market, strengthen marketing functions focused on customers' voice and perspectives, and respond to market changes. For maximizing the proprietary active ingredients, the Company promoted registration and development in cooperation with the group companies. For marketing functions, the Company strengthened its efforts to build a global marketing structure, and collect and analyze the global market information. In addition, for responding to market changes, the Company advanced its considerations of development for introduction and sales of biotic pesticides and crop aid products.

1) Newly developed products

Cybenzoxasulfyl, a novel general insecticide, has been confirmed to be a highly convenient pest control agent, having demonstrated excellent control efficacy against a wide range of pest species across various crops and treatment methods in practical tests for new pesticides conducted by the Japan Plant Protection Association. Based on these test results, the Company completed domestic agrochemical registration applications in November 2025 under the names Fortred V Flowable for the vegetable sector, Fortred F Flowable for the fruit tree and tea sector, and Coradal Flowable for the turf sector. The Company will proceed with preparations to commence business following the acquisition of agrochemical registration. Development of this chemical is also being considered for the global market, with registration applications also completed in South Korea in November 2025, and we are also proceeding with development evaluations in countries and regions with promising market potential, such as India. Furthermore, the Company is considering the development of two more agents as candidates for a new pipeline.

For the insecticide for paddy rice benzpyrimoxan, in Japan, the Company began sales of its mixtures (Orchestra Romdan Moncut Air, Orchestra Starkle Air, Orchestra Romdan Moncut Air Dust Formulation), and is working on increasing the Company's market share in this field and establishing a brand as a spraying agent (successor to Applaud) for paddy rice fields through these product lineups. In India, which has a large market for paddy rice protection products, the Company promotes selling and distributing Orchestra Duet, a mixture with Pymetrozine, which has excellent fast-acting properties, in addition to the already launched Orchestra, and will continue to develop a mixture with the aim of maximizing this chemical's business in India. Also in other countries, in addition to Vietnam (registered in December 2023), the Company will continue to develop products in the broader Asian regions where wet-rice cultivation is popular, combining single and mixture products to meet market needs.

For the general horticultural fungicides pyraziflumid, in Japan, the Company worked on expanding its application (expansion of registration contents) in a wide range of treatment methods, including unmanned aerial dispersion and cell tray treatment, and is continuing the development of mixtures aimed at market expansion. Furthermore, from 2025, the Company has also begun considering expanded application via cold fogging as a new labor-saving technology. In Canada, Peru, Ukraine, Vietnam, Colombia, and Pakistan, preparations are underway for the launch of sales, and new registrations have been acquired in Egypt (October 2025), Mexico (December 2025), and Saudi Arabia (December 2025). Registration applications are pending in the United States, Egypt, Syria, Pakistan, Brazil, Colombia, and Tunisia; in Chile, registration for a fungicide mixture registration was acquired (registered in October 2025); and we are currently developing a mixture in India. The Company will continue to consider possibilities for development in other regions in order to further expand the business.

2) Domestic products

An insecticide mixture for horticultural use for which development began in fiscal 2022, was registered as "Phoenix Mast Flowable," and a fungicide mixture for horticultural use was registered as "Parade Plus Flowable" with registrations obtained in March 2025. Phoenix Mast Flowable was launched in February 2026, and preparations are underway for the launch of Parade Plus Flowable in 2026. Through the development of these products, the Company aims to maximize and extend the lifecycle of its active ingredient business, enrich the domestic product portfolio, and increase market share. The Company is also considering, with Corteva, the introduction of its new products, as well as the development of mixtures

containing these active ingredients. In addition, a new microbial insecticide that was submitted for a test for practical application of new crop protection products in 2024 is currently accumulating the efficacy data necessary for registration application, and we are proceeding with various evaluations in preparation for the registration application.. As a product that shows high efficacy against thrips, which are difficult to control pests, the Company will proceed with development to meet market needs.

For existing chemicals, the Company is actively expanding applications for labor-saving controlling technologies such as unmanned aerial dispersion via drones, etc. and cell tray treatment, and has expanded applications of the PHOENIX Water-Soluble Powder, AXEL Flowable, COLT Water-Soluble Powder, Parade 20 Flowable, and Parade 15 Flowable. In addition, registration was obtained in June 2025 for Moncutplus Flowable, which targets sclerotinia snow blight and pink snow mold in wheat. As there are few effective products against these diseases, the Company will work to maintain and expand its market share, primarily in Hokkaido.

3) Overseas products

For flubendiamide insecticide, considerations are continuing for further business expansion, and the Company has started sales in the Philippines, Ecuador, and Zambia. Furthermore, preparations are underway to begin sales in Colombia (registered July 2025), Algeria (registered December 2025), Nicaragua (registered December 2025), and Pakistan (registered December 2025), and the application for registration is pending in Algeria. In India, a mixture with insecticide having different modes of action is under development for the purpose of expanding the range of target pests, and the Company will steadily proceed with expanding the number of countries where the product is sold, and with developing new products.

Sales of the tolfenpyrad insecticide have begun newly in Tunisia, Algeria and Ecuador. Preparations are being made for the beginning of sales in Honduras (registered in June 2024), and El Salvador (registered in June 2024), and in India, a mixture with insecticide is under development.

Sales of the pyrifluquinazon insecticide began newly in Tunisia, Libya, Israel, and Vietnam. Furthermore, registration was acquired in Chile (August 2024) and Morocco (December 2025), and preparations are being made aiming for the launch. Registration is under review in New Zealand and Taiwan, and for the future, measures will be taken to expand the number of registered countries and sales regions alongside the development of mixtures.

For the pyflubumide acaricide, sales have begun in Thailand and also in Vietnam. In addition, applications for registration are pending in Algeria, Egypt and Morocco, and evaluations are also ongoing to determine development possibilities in other countries.

Isoprothiolane has been spread and sold as a method to combat paddy rice blast and preparations are underway for new development and market launch in Central and South America, and, together with the Philippines and other regions, we are also proceeding with preparations to obtain registration and launching the product in the banana sector. In addition, for the insecticide buprofezin, insecticide and acaricide fenpyroximate, fungicide flutolanil, herbicide pyraflufen-ethyl, and orthosulfamuron herbicide, the Company is working to expand and maintain the business by maintaining, and studying for the expansion, of their registrations globally.

Regarding biotic pesticides and crop aid products, the Company is considering the development of multiple products globally, and preparations are underway for the launch of Vitrol, a slug and snail control agent, in Europe. For biostimulants, sales of multiple products have begun in Brazil, India, and Japan. Furthermore, preparations are also underway to launch sales in Europe, and the Company will steadily advance plans for business expansion.

As a research and development-oriented company, the Company will continue to meet customer needs and contribute to the realization of a sustainable society through the stable production of agricultural products by offering new products that are safe and environmentally friendly to the market through technological innovation, in compliance with the letter and the spirit of laws and regulations. Additionally, the Company will accelerate global business expansion under the medium-term management plan GGS, continuously creating new active ingredients that are complying with regulations of each country for agrochemical registration as well as new technologies that contribute to improving the efficiency of agricultural production, while taking on the challenge of expanding its business areas in anticipation of future changes in the market environment.

3. Status of capital investment

The total amount of capital investment for the fiscal year under review was 3,419 million yen, primarily comprising expenses associated with the construction of systems and the enhancement of experimental facilities at the Research Center, among others.

4. Status of fund procurement

The Company procured funds amounting to 6,386 million yen through borrowings from financial institutions and issuance of corporate bonds for capital investment and long-term working capital.

5. Status of business transfers to and from the Company

There were no matters of note during the fiscal year under review.

6. Status of stock holdings in other companies or acquisition or disposal of stock acquisition rights, etc.

There were no matters of note during the fiscal year under review.

7. Management policy, management strategy and issues to be addressed

1) Basic Management Policy

According to the basic principles, the NICHINO Group has adopted the vision of "Contribution to food and quality of life through technological innovation" and is committed to contributing to the realization of sustainable society through the creation of new value, with the mission of securing a safe and stable food supply and improving the quality of life for people around the world.

By creating superior chemical and non-agrochemical crop protection products that are highly safe and environmentally friendly, we will contribute to securing safe and stable food supplies. Furthermore, we will strive to create new products and value that improve people's quality of life by leveraging our accumulated technologies. We aim to realize a society in which people and the Earth can coexist in harmony.

2) Medium to long term management strategy and issues to be addressed

The environment surrounding the agrochemical business, which is the Group's core business, is seeing an expansionary trend in the global agrochemical market, owing to heightened demand for food stemming from factors including an increasing global population and economic development in emerging markets. Meanwhile, in Japan, the crop protection product market is considered to be in a mature stage, owing to social challenges such as aging population of agricultural workers, a worsening shortage of successors, and logistics issues arising from the 2024 problem, as well as chemical crop protection product and fertilizer reduction targets under the Strategy for Sustainable Food Systems (MIDORI) and similar policies. Furthermore, the business environment has become increasingly challenging, with creating new chemicals becoming increasingly complex, hurdles for registration of new crop protection products are becoming stricter, price competition from generic crop protection products, heightened geopolitical risks, and rising production and procurement costs due to surging raw material and energy prices.

Amid such a business environment and under the "Global Innovator for Crop & Life" vision, during the fiscal year under review (the fiscal year ended March 31, 2026) which served as the second fiscal year of the "Growing Global for Sustainability (GGS)" medium-term management plan, the Group was able to achieve results including the expansion of sales of Corteva products in Japan, the acquisition of domestic sales rights for BASF products in the fruit tree field, record-high sales at both Nichino America, Inc. and Nichino Europe Co., Ltd., and the completion of registration applications in Japan and South Korea for cybenzoxasulfyl, a novel active ingredient developed in-house. As a result, net sales reached 111.8 billion yen, marking a record high. On the other hand, some challenges came to light, including downward pressure on profitability due to soaring raw material costs, the reconstruction of Nichino India Pvt. Ltd., and structural reforms to improve the profitability of Sipcam Nichino Brasil S.A. In the final year of "Growing Global for Sustainability (GGS)" the medium-term management plan (fiscal year ending March 31, 2027), the Group will continue to position the promotion of sustainability management as our growth strategy and steadily advance the following initiatives.

[Vision]

"Global Innovator for Crop & Life"

- Contributing to the realization of carbon neutrality.
- Realizing the continued creation of eco-harmonized products, services, and technologies.
- Contributing greatly to the realization of a sustainable society.

[Med-Term Management Plan (Year ended March 31, 2025 to year ending March 31, 2027)]

1) Name: "Growing Global for Sustainability (GGS)"

2) Numerical targets

	Targets for Year Ending Mar. 31, 2027 (Final Year)
Operating profit	10.8 billion yen
Net sales	120.0 billion yen
ROE	8% or more
Overseas net sales	90.0 billion yen
Ratio of overseas net sales	75%
Capital investment	Approx. 8.0 billion yen (over 3 years)
R&D investment	Approx. 20.0 billion yen (over 3 years)

(Note) The planned figures, earnings forecasts, and other forward-looking statements indicated in this document are based on currently available information as well as certain assumptions that the Company deems to be reasonable but actual earnings may differ significantly due to various factors.

3) Basic policy

The Company has verified the Group's raison d'etre in society and revised the Philosophy Structure of the NICHINO Group, along with reviewing our Basic Principles, Value, and Vision. The new Group vision is "Global Innovator for Crop & Life," and under the Mid-Term Management Plan, we will promote business and social activities with the goal of achieving realizing the sustainability of both society as a whole and the Group, positioning the promotion of sustainability management as our growth strategy.

Specifically, the Company will steadily implement the following measures.

<Expansion of key priority products and new businesses>

Benzpyrimoxan, pyrifluquinazon, pyraflufen-ethyl, flubendiamide, and tolfenpyrad have been set as key priority products, and we will strive to expand sales based on an area strategy. We will also work to increase revenues from biologicals and crop aid products, selection and concentration of products and businesses, and maximization of resources. We will ensure steady progress on our sales plans while also moving forward with our response to the re-evaluation system for domestic crop protection product registration.

<**Cost reduction**>

We will pursue the shift to in-house production of AIs in our efforts to reduce costs, while establishing a stable supply system through precise production planning.

<**Market expansion based on area strategy**>

We will expand sales with a focus on the Asia-Pacific and Central and South American regions, where expansion of market scale can be expected. Further, we will proceed with the establishment of business foundations in the Middle East and African markets, where growth is expected in the future. In addition, we will pursue the registration and expansion of sales of key priority products, focusing on specialty crops (fruit trees, vegetables) that have high unit prices and are grown worldwide.

<**Chemical synthesis**>

We will accelerate the research and development of pipeline compounds (including medical and veterinary drugs). We will also pursue the selection and concentration of R&D resources and strengthen and refine our global development and marketing strategies.

<**Bioresource utilization**>

We will strengthen our research structure in Europe and accelerate efforts toward expanding our portfolio of biological pesticides and crop aid products and engaging in the production of useful compounds using biobased raw materials.

<**Use of digital technology**>

We will advance the expansion of operations by leveraging integration with other smart agriculture solutions and by organizing our overseas expansion. We will also ensure the successful launch of the smart factory project.

<**Incorporation and creation of new business models**>

We will actively engage in the development and creation of new businesses, including the incorporation of external value.

<**Improvement of capital profitability**>

We will continue to improve ROE metrics and enhance capital profitability.

<**Improvement of cash flow**>

We will work to improve cash flow primarily through the reduction of inventories. We will establish inventory optimization metrics on a global basis (consolidated and non-consolidated) and ensure thorough plan management.

<**Fixed cost optimization (productivity improvement**)>

We will work to improve productivity and optimize costs through efficient business execution, including in the areas of administrative expenses and labor costs. We will also strive for cost optimization through the selection and concentration of R&D resources and by making stricter R&D investment decisions.

<**Climate change response**>

We will advance the reconstruction of our roadmap toward net zero by 2050, the refinement of Scope 3 calculations, and support for Group companies. We will also implement capital investment aimed at reducing greenhouse gas emissions and manage environmental data.

<**Consideration for biodiversity**>

Through ongoing innovation, we will strive to expand our portfolio of "eco-harmonized products.*"

<**Promotion of human capital management**>

We will work to strengthen our organizational and management foundation to foster female managers, review retirement and re-employment systems, and enhance recruiting capabilities. We will also introduce and roll out a new health management system and strengthen the linkage between performance evaluations and sustainability-related business objectives.

<**Promotion of diversity, equity, and inclusion>**

In the belief that the promotion of diversity, equity, and inclusion is essential to the growth of the Group, we will establish and work on individual metrics for recruitment, training and development, human resource utilization, health management, and workplace environment.

<**Strengthening of compliance and risk management>**

We will promote Group-wide initiatives aimed at strengthening the safety foundation and fostering a safety culture. We will also work to clarify the value creation process and select priority themes, promote DX, formulate and roll out a global IT security policy, ensure full compliance with the Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators, and conduct in-house training.

<**Strengthening of audits of Group companies>**

We will strengthen Group governance by developing and operating a strengthened governance framework and expanding the application of Group regulations overseas. We will also strengthen the audit framework in collaboration with the Internal Control & Audit Department, and conduct on-site audits.

* Products of the Company that have a relatively high degree of human, animal, and environmental safety.

4) Dividend policy

Based on progressive dividends, we will provide dividends with a target payout ratio of 40%.

The Group has positioned the promotion of sustainability management as its growth strategy and will add further depth to its business strategy through the ongoing creation of innovation. At the same time, we will contribute to the realization of a sustainable society by engaging in more sophisticated environmental management for the realization of carbon neutrality and enhancing corporate value through the promotion of human capital management.

The Company thanks shareholders for their continued support.

8. Trends in assets and income

Item	Fiscal year ended March 31, 2023 124th fiscal year	Fiscal year ended March 31, 2024 125th fiscal year	Fiscal year ended March 31, 2025 126th fiscal year	Fiscal year ended March 31, 2026 127th fiscal year (Fiscal year under review)
Net sales	102,090 million yen	103,033 million yen	99,966 million yen	111,822 million yen
Ordinary profit	7,779 million yen	5,932 million yen	7,086 million yen	10,527 million yen
Profit attributable to owners of parent	4,488 million yen	4,777 million yen	2,356 million yen	7,228 million yen
Earnings per share	57.23 yen	60.89 yen	30.06 yen	92.32 yen
Total assets	136,652 million yen	157,983 million yen	152,216 million yen	154,962 million yen
Net assets	73,125 million yen	80,396 million yen	79,423 million yen	87,093 million yen
Net assets per share	904.26 yen	994.96 yen	987.63 yen	1,086.21 yen

(Notes) 1. Earnings per share is calculated based on the average number of outstanding shares during the period, excluding treasury shares.
2. Net assets per share is calculated based on the number of outstanding shares at the end of the period, excluding treasury shares.

9. Status of significant parent companies and subsidiaries

(1) Relationship with parent company

Status of parent company

The Company's parent company is ADEKA Corporation, and said company holds 40,176 thousand shares (voting rights ratio: 51.1%) of the Company's shares, including indirect holdings.

The Company has received two concurrently serving officers from the parent company.

The Company has concluded a capital and business alliance agreement with the parent company. An overview is as follows.

1) Objective

While maintaining the independence of the Company's management in principle, the Company and the parent company will cooperate via the capital and business alliance between the two companies, executing and promoting strategic plans and activities concerning the life sciences business beginning with the Company's agrochemical business, with the objective of maximizing the corporate value of both companies.

2) Maintaining listing and maintaining company name

As a basic policy, the parent company and the Company will maintain the Company's listing on the First Section of the Tokyo Stock Exchange and maintain the Company's name of NIHON NOHYAKU CO., LTD.

3) Right to designate officers

Upon deliberation with the Representative Director (excluding Director designated by the parent company) of the Company, the parent company has the right to designate Directors of the Company (Either Directors serving as the Audit & Supervisory Committee Members or other Directors is irrelevant, and the ratio of persons designated as each is also irrelevant. Of which, one shall be a Representative Director. Additionally, if the parent company designates eight Directors, one must be an Independent Outside Director.), in a number determined by multiplying 16 by the ratio of voting rights held by the parent company (However, the upper limit shall be eight. Additionally, numbers less than one shall be rounded down.). Furthermore, the number of Directors of the Company who are not Directors serving as the Audit & Supervisory Committee Members will be 11 or less, and the number of Directors serving as the Audit & Supervisory Committee Members will be 5 or less. However, this may change if advance written approval is obtained from the parent company.

4) Right to receive new share issuance

Excluding cases where advance written approval is obtained from the parent company, the Company will not issue, dispose of, or grant shares, etc. (Defined as rights to acquire the Company's shares, stock acquisition rights, option rights, share transfer rights, or any other shares of the Company.), and if such an issuance, etc., is to be conducted, the parent company has the right to receive a number of shares, etc., required to maintain the voting rights ratio of the tender offeror as of the time immediately before said issuance, etc., is to be conducted at a price identical to the paid-in amount or exercise price of the shares, etc., concerning said issuance, etc.

5) Content of business alliance

To achieve the goals of this capital and business alliance agreement, etc., the tender offeror and the Company will conduct a business alliance with the following content, and specific content shall be determined via deliberation between both companies.

(i) Improve development speed through mutual support in the research and development sector
  (a) Strengthen life sciences field
  (b) Use compounds database
(ii) Improve productivity through mutual use of production technologies and process chemistry
(iii) Expand sales channels through mutual use of global networks
(iv) Develop highly functional compounds by providing technologies in synthesis reactions, distributed technologies, and analysis technologies, etc.
(v) Exchange of researchers with knowledge in various fields

6) Termination of this capital and business alliance agreement

This capital and business alliance agreement will be terminated under certain conditions, such as if both parties agree in writing to terminate this agreement.

In addition, the Company has agreed with the parent company about having prior consultation with the parent company and holding meetings for prior explanation and discussion concerning important matters to be resolved by the Company's Board of Directors which may have significant influence on management and results of the entire group of the parent company, from a perspective of balancing control of the group companies by the parent company and independence of the Company's decision making.

(2) Material subsidiaries

Company name	Capital	The Company's investment percentage	Principal business
Nichino Ryokka Co., Ltd.	160 million yen	100.0%	Construction, design, contracting, and supervision of greenification gardens, etc., and sales of chemicals/pesticides for gardens and greenification, etc.
Nichino Service Co., Ltd.	3,400 million yen	100.0%	Production, order receipt, storage, and transport of crop protection products, real estate leasing and management, and warehousing, etc.
Nichino America, Inc.	700 thousand U.S. dollars	100.0%	Production, development, and sales of crop protection products in the United States, etc.
Nihon Ecotech Co., Ltd.	20 million yen	100.0%	Analysis of agrochemical residue, safety testing of chemical substances, consulting regarding environmental safety, etc.
Taiwan Nihon Nohyaku Co., Ltd.	40 million NT dollars	57.0%	Development, promotion, and sales of crop protection products in Taiwan, etc.
AgriMart Corporation	50 million yen	100.0%	Sales of termite control agents/devices, pest control agents/devices, etc.
Nichino India Pvt. Ltd.	4 million rupees	99.9% (100.0%)	Production, development, and sales of crop protection products in India, etc.
Sipcam Nichino Brasil S.A.	223 million reals	50.0%	Production, promotion, and sales of crop protection products in Brazil, etc.
Nichino Europe Co., Ltd.	30 thousand pounds	100.0%	Production, development, and sales of crop protection products in Europe, etc.
Nichino Vietnam Co., Ltd.	22,680 million Vietnamese dong	100.0%	Production, development, and sales of crop protection products, etc.in Southeast Asia
Nichino do Brasil Agroquimicos Ltda.	64 million reals	99.9% (100.0%)	Development and registration of crop protection products in Brazil, etc.

(Note) The Company's investment percentage in parentheses is the ratio including indirect holdings.

10. Employees

Number of employees	Compared to previous fiscal year-end
1,527 persons	Increase of 3 persons

(Note) The above number of employees does not include 261 persons under temporary employment.

II. Matters concerning status of the company (As of March 31, 2026)

1. Matters concerning shares

(1) Total number of shares authorized to be issued 199,529,000 shares
(2) Total number of shares outstanding 81,967,082 shares
(3) Number of shareholders 11,422 persons
(Decrease of 66 persons compared to the previous fiscal year-end)

(4) Major shareholders

Shareholder name	Number of shares held (Thousand shares)	Shareholding ratio (%)
ADEKA Corporation	40,173	51.00
The Master Trust Bank of Japan, Ltd. (Trust account)	4,537	5.76
Custody Bank of Japan, Ltd. (Trust account)	2,904	3.69
MSIP CLIENT SECURITIES	2,665	3.38
Mizuho Bank, Ltd.	1,997	2.54
The Norinchukin Bank	1,401	1.78
Morgan Stanley MUFG Securities Co., Ltd.	1,264	1.61
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	1,211	1.54
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	1,034	1.31
Asahi Mutual Life Insurance Company	853	1.08

(Notes) 1. Although the Company holds 3,195 thousand shares of treasury shares, it is excluded from the above list of major shareholders.
2. The shareholding ratio is calculated after excluding treasury shares.

(5) Status of shares allotted to the Company's officers as consideration for execution of duties during the fiscal year under review

Category	Number of shares	Number of persons subject to allotment
Directors (excluding Directors serving as the Audit & Supervisory Committee Members and Outside Directors)	53,616 shares	1 person
Outside Directors (excluding Directors serving as the Audit & Supervisory Committee Members)	–	–
Directors serving as the Audit & Supervisory Committee Members	–	–

(Note) The above shows the number of shares issued to the Company's former officer.

(6) Other important matters regarding shares
Not applicable.

2. Matters concerning stock acquisition rights of the company

Not applicable.

3. Matters concerning officers of the company

(1) Matters concerning Directors (As of March 31, 2026)

Name	Positions and responsibilities	Significant concurrent positions
Hiroyuki Iwata	Representative Director, President	
Koji Shishido	Representative Director, Vice President, responsible for Environment Safety & Quality Assurance Dept.	
Akio Kohri	Director	Advisor of ADEKA Corporation
Haruhiko Tomiyasu	Director	Representative Director and Senior Managing Operating Officer of ADEKA Corporation
Chizuko Nakata	Director	Certified public accountant Certified public tax accountant Representative Director of Nakata Business Consulting Co., Ltd.
Noboru Matsumoto	Director	
Shiyo Yamana	Director	President and Representative Director of Productivity Garden Corporation
Hideo Yamamoto	Director Full-time Audit & Supervisory Committee Member	
Iwao Toigawa	Director Audit & Supervisory Committee Member	Attorney-at-law Outside Auditor of VALQUA, LTD.
Yoshiko Oshima	Director Audit & Supervisory Committee Member	Attorney-at-law Certified public tax accountant
Masuyo Ohtani	Director Audit & Supervisory Committee Member	Certified public accountant Certified public tax accountant Auditor, Deposit Insurance Corporation of Japan

(Notes)
1. Directors Ms. Chizuko Nakata, Mr. Noboru Matsumoto, Ms. Shiyo Yamana, Mr. Iwao Toigawa, Ms. Yoshiko Oshima, and Ms. Masuyo Ohtani are Outside Directors.
2. Ms. Chizuko Nakata resigned from the position of Director (Audit & Supervisory Committee Member) at the conclusion of the 126th Ordinary General Meeting of Shareholders held on June 18, 2025.
3. Mr. Hideo Yamamoto has been selected as a Full-time Audit & Supervisory Committee Member to increase the effectiveness of information collection and other auditing processes and strengthen audit and supervisory functions.
4. The Company has designated Directors Ms. Chizuko Nakata, Mr. Noboru Matsumoto, Ms. Shiyo Yamana, Mr. Iwao Toigawa, Ms. Yoshiko Oshima, and Ms. Masuyo Ohtani as Independent Directors pursuant to the stipulations of the Tokyo Stock Exchange, and has notified the Exchange of said designation.
5. Full-time Audit & Supervisory Committee Member, Mr. Hideo Yamamoto, has significant expertise in finance and accounting from serving as Division Manager of Administration Division of the Company.
6. Audit & Supervisory Committee Member, Ms. Yoshiko Oshima, is an attorney-at-law and certified public tax accountant, and has significant expertise in finance and accounting.
7. Audit & Supervisory Committee Member, Ms. Masuyo Ohtani, is a certified public accountant and certified public tax accountant, and has significant expertise in finance and accounting.
8. ADEKA Corporation is the Company's parent company. Additionally, although the Company has purchasing and sales transactions with said company, the ratio of transactions within the Group is immaterial.
9. There are no other special relationships between companies at which Directors hold concurrent positions and the Company.

(2) Remuneration, etc., for Directors for the fiscal year under review

1) Matters regarding policies concerning determination of content of remuneration, etc., for individual Directors

The Company has established an officer remuneration policy that sets out the fundamental principles governing remuneration for Directors, with the aim of achieving the sustainable enhancement of corporate value and aligning the interests of our shareholders and other stakeholders. The policy sets forth the basic policy, remuneration structure, evaluation indices for stock-based remuneration, method for determining remuneration levels, revision procedures, disclosure policy, and other related matters.

Policies concerning determination of content of remuneration, etc., for individual Directors are determined at the Board of Directors after it receives opinions from the Governance Committee which is a voluntary advisory body of the Board of Directors on officers' remuneration. The overview of such policies is described below. In determination of content of remuneration for individual Directors, the Governance Committee makes an examination on the draft plan from various aspects such as consistency with such policies. Therefore, the Board of Directors basically considers that it is in line with such policies, respecting opinions from the Governance Committee.

(i) Basic policy on remuneration, etc., for Directors (excluding Audit & Supervisory Committee Members)

(a) Remuneration, etc., for Directors shall be connected with business results and the long-term interests of shareholders, while being appropriate, fair, and balanced to enable further desire to maximize sustainable corporate value and shareholder value.

(b) Remuneration, etc., for Directors (excluding Audit & Supervisory Committee Members) shall have a basic structure consisting of basic remuneration and bonuses, and for Executive Directors, in addition to the above, performance-linked stock-based remuneration shall be provided. Additionally, remuneration, etc., for Outside Directors and Non-executive Directors shall not include performance-linked components.

(ii) Policy on amount of remuneration, etc., of basic remuneration for individual Directors, timing of allotment, and determining conditions

Basic remuneration for Directors (excluding Audit & Supervisory Committee Members) shall be fixed monthly remuneration in cash. Basic remuneration for Executive Directors shall be determined based on duties and positions of business execution for Executive Directors, and based on responsibilities and whether or not the person serves full-time for Outside Directors and Non-executive Directors. Additionally, regarding Executive Directors, targets will be set for areas of responsibility after consultation with the Representative Director and President at the beginning of the fiscal year, and the level of achievement of said duties and business results will be reflected in remuneration for the following fiscal year. The Company shall strive to revise remuneration levels as appropriate in consideration of business results, standards at other companies, and social trends, etc.

(iii) Policy on amount of remuneration, etc., of bonuses for individual Directors, timing of allotment, and determining conditions

Bonuses for Directors (excluding Audit & Supervisory Committee Members) shall be allotted annually in cash at a certain time after the end of the fiscal year to which it applies. Bonuses for Directors (excluding Audit & Supervisory Committee Members) shall have the objective of increasing motivation to contribute toward improving business results for a single year. Similarly to fixed remuneration, the amount of bonuses for individual Executive Directors shall be determined by reflecting the level of achievement of duties and business results, and the amount of bonuses for Outside Directors and Non-executive Directors shall be allotted within the total amount of remuneration approved at a General Meeting of Shareholders.

(iv) Performance-linked stock-based remuneration

Performance-linked stock-based remuneration is a remuneration system for Directors (excluding Directors serving as the Audit & Supervisory Committee Members, Outside Directors, and Non-executive Directors) utilizing a share grant trust with the objective of furthering a sense of shared value with shareholders while increasing motivation for medium to long term improvement in business results and expanding corporate value. Under this system, a trust established and funded by the Company (hereinafter referred to as the "Share Grant Trust") acquires shares of the Company, and in accordance with the Share Grant Regulations established by the Company's Board of Directors, a number of shares of the Company equivalent to the number of points it has awarded each Director shall be granted through the Share Grant Trust at the time of the retirement of each Director, in principle.

Additionally, the applicable period for performance-linked stock-based remuneration shall be, in principle, identical to the applicable period of the medium-term management plan, established every three fiscal years. Performance-linked stock-based remuneration is categorized into a fixed portion and a variable portion, and the performance-based index for variable portions shall be key performance indicators (KPIs) for the applicable medium-term management plan. Points for the fixed portion shall be granted at a certain time after the end of the fiscal year to which it applies. Points for the variable portion shall be granted at a certain time after the end of the medium-term management plan. If standard business results in the performance-based index are achieved, the ratio between the fixed portion and the variable portion of performance-linked stock-based remuneration for the applicable period shall be about 45:55. Points in the variable portion will vary within a range of 0% to 150% of the predefined standard amount, based on the level of achievement of business results of the performance-based index.

(v) Policy on determining ratio between amount of basic remuneration, amount of bonuses, and amount of performance-linked stock-based remuneration in amount of remuneration for individual Directors

The ratio of type of remuneration for Executive Directors shall be determined in consideration of factors including the Company's business characteristic that it is long-term research and development-oriented, the Director's position, duties, standards at other companies, and social trends. The ratio between basic remuneration, bonuses, and performance-linked stock-based remuneration during the period to which a medium-term management plan applies will be about 8:1:1.

(vi) Matters regarding procedures to determine content of remuneration, etc., for individual Directors (excluding Audit & Supervisory Committee Members)

Distribution of remuneration, etc., for individual Directors (excluding Audit & Supervisory Committee Members) shall be based on consultation with the Board of Directors, followed by an evaluation by the Governance Committee regarding factors including the duties, responsibilities, business results, and level of contribution in areas assigned to the Executive Director, after which reports are made regarding an increase or decrease in basic remuneration, total amount of bonuses to be granted, and content of distribution of bonus amounts.

The amount of remuneration, etc., for individual Directors (excluding Audit & Supervisory Committee Members) shall be entrusted to the Representative Director and President by resolution of the Board of Directors, and determined by the Representative Director and President based on reports from the Governance Committee. The content of the authority of the Representative Director and President is the amount of basic remuneration for each Director, the total amount of bonuses to be granted, and the distribution of the amount of bonuses.

Furthermore, performance-linked stock-based remuneration shall be determined in accordance with the Share Grant Regulations resolved by the Board of Directors.

2) Matters regarding resolution of the General Meeting of Shareholders concerning remuneration, etc., for Directors

The maximum annual aggregate amount of remuneration, etc., for Directors (excluding Audit & Supervisory Committee Members) was resolved to be 330 million yen (including the maximum annual aggregate amount of remuneration for Outside Directors of 30 million yen; excluding the portion of employees' salary) at the 121st Ordinary General Meeting of Shareholders held on June 26, 2020. The number of Directors (excluding Audit & Supervisory Committee Members) was ten (including two Outside Directors) at the recess of said Ordinary General Meeting of Shareholders. Separately from said cash remuneration, the same Ordinary General Meeting of Shareholders resolved to allow Directors (excluding Directors serving as the Audit & Supervisory Committee Members, Outside Directors, and Non-executive Directors) to receive allotment of shares through a trust (hereinafter referred to as the "Trust") established and funded by the Company which acquires shares of the Company, and within a maximum aggregate amount of remuneration based on a performance-linked stock-based remuneration system in which the Company's shares are granted to each Director through the Trust according to the number of points granted to each Director. In principle, Directors will be granted the Company's stock at the time of retirement according to the number of points granted, and the resolution was made for the maximum aggregate amount of funding by the Company to be 75 million yen, and the maximum aggregate amount of points to be allotted to allottees to be 250,000 points (1 point is 1 share of the Company) for the applicable period (from the fiscal year ended on March 31, 2020 to the fiscal year ended on March 31, 2021 (18 months)). Additionally, a resolution was also made such that at the expiration of each applicable period, the Board of Directors may determine to extend the applicable period every three fiscal years, and if the trust period for the Trust is also extended, the Company may,

during the applicable period of said extension as required additional funds for acquisition of the Company's stock for allotment to Directors under the system, provide additional cash funding to the Trust in a maximum aggregate amount of 150 million yen for each applicable period of said extension, with the maximum aggregate amount of points to be granted to allottees to be 500,000. The number of Directors (excluding Directors serving as the Audit & Supervisory Committee Members, Outside Directors, and Non-executive Directors) as of the recess of said Ordinary General Meeting of Shareholders was seven.

The amount of remuneration, etc., for Directors serving as the Audit & Supervisory Committee Members was resolved to be a maximum annual aggregate amount of 60 million yen at the 121st Ordinary General Meeting of Shareholders held on June 26, 2020. The number of Directors serving as the Audit & Supervisory Committee Members at the recess of said Ordinary General Meeting of Shareholders was five.

3) Matters concerning entrustment of authority for determining content of remuneration, etc., for individual Directors

Based on the policy in "3. (2) 1) (vi) Matters regarding procedures to determine content of remuneration, etc., for individual Directors (excluding Audit & Supervisory Committee Members)" and pursuant to an entrustment resolution by the Board of Directors, Representative Director and President Hiroyuki Iwata determines the specific content of remuneration for individual Directors. The content of the authority is the amount of basic remuneration for each Director, the total amount of bonuses to be granted, and the distribution of the amount of bonuses.

The reason why said authority was transferred is because the Representative Director and President is the most suitable position to evaluate duties and performance achievements of each Director, watching the Company's current status from a higher perspective.

To ensure that said authority is appropriately exercised by the Representative Director and President, the Board of Directors has implemented measures such as consulting with the Governance Committee and receiving reports regarding an increase or decrease in basic remuneration, total amount of bonuses to be granted, and content of distribution of bonus amounts based on evaluations that contain the basic elements of assigned duties, responsibilities, business results, and level of contribution, etc., for Executive Directors, and as amounts of remuneration for individual Directors are determined after undergoing said procedures, the Board of Directors has judged that said contents are in line with the policy for determination.

4) Matters concerning performance-linked remuneration, etc.

By further clarifying the link between Director remuneration and the Company's business results and shareholder value and having Directors share the benefits and risks of fluctuations in share price with shareholders, the Company has introduced a performance-linked stock-based remuneration system for Directors (excluding Directors serving as the Audit & Supervisory Committee Members, Outside Directors, and Non-executive Directors), with the objective of increasing motivation to contribute to improving business results and expanding corporate value over the medium to long term.

The amount of performance-linked remuneration and the content of business results indices selected to serve as the basis for calculation for this system are the level of achievement of KPIs (consolidated operating profit and consolidated net sales for the final year of the medium-term management plan) of the medium-term management plan, and the reason that said business results indices were selected was to increase motivation for Directors to contribute to improving business results and expanding corporate value over the medium to long term.

The numerical targets and their rate for evaluation indices selected to serve as the basis for calculation for the amount or number of performance-linked remuneration for this system in the medium-term management plan "Growing Global for Sustainability (GGS)" are as follows.

Type	Evaluation indices	Numerical targets (KPI)	Ratio of the performance-linked remuneration
Financial Indices	Consolidated operating profit for the fiscal year ending March 31, 2027	10.8 billion yen	40%
	Consolidated net sales for the fiscal year ending March 31, 2027	120.0 billion yen	20%
	ROE for the fiscal year ending March 31, 2027 (Consolidated)	8.0%	20%
Environmental Indices	Reduction rate of GHG emissions for the fiscal year ending March 31, 2027 (compared to FY2020) (The Company and consolidated subsidiaries with production sites)	16.0% reduction Scope 1 + 2	5%
	Net sales of eco-harmonized products for the fiscal year ending March 31, 2027 (Consolidated)	39.3 billion yen	5%
Human Capital Indices	Rate of female managers at the end of the fiscal year ending March 31, 2027 (Non-consolidated)	13.0%	5%
	Engagement survey score at the end of the fiscal year ending March 31, 2027 (Non-consolidated)	70	5%

5) Total amounts, etc., of remuneration, etc., for Directors

Officer category	Total amount of remuneration, etc. (Millions of yen)	Total amount of remuneration, etc., by type (Millions of yen)			Number of applicable officers (Persons)
		Basic remuneration	Bonuses	Noncash remuneration, etc.	
Directors (excluding Audit & Supervisory Committee Members) (Of which, Outside Directors)	147 (20)	111 (14)	25 (5)	9 (-)	9 (4)
Directors serving as the Audit & Supervisory Committee Members (Of which, Outside Directors)	51 (20)	40 (15)	11 (5)	—	5 (4)

(Notes) 1. The amount of bonuses above is the provision for bonuses for directors (and other officers) concerning the fiscal year under review.

2. Stock-based remuneration based on a performance-linked stock-based remuneration system is granted to Directors (excluding Directors serving as the Audit & Supervisory Committee Members, Outside Directors, and Non-executive Directors) as noncash remuneration. The content of said stock-based remuneration is as stated in “2) Matters regarding resolution of the General Meeting of Shareholders concerning remuneration, etc., for Directors” and the status of allotment is as stated in “1. Matters concerning shares.”

(Note) Amounts and numbers of shares presented in this Business Report are rounded down to the nearest unit indicated.

Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Description	Amount	Description	Amount
(Assets)		**(Liabilities)**	
Current assets	**117,848**	**Current liabilities**	**44,673**
Cash and deposits	20,253	Notes and accounts payable - trade	20,113
Notes and accounts receivable - trade, and contract assets	47,049	Electronically recorded obligations - operating	154
Electronically recorded monetary claims - operating	4,620	Short-term borrowings	10,207
Merchandise and finished goods	28,628	Accrued expenses	6,372
Work in process	888	Income taxes payable	1,031
Raw materials and supplies	11,400	Provision for bonuses	1,193
Other	5,929	Provision for bonuses for directors (and other officers)	105
Allowance for doubtful accounts	(921)	Provision for environmental measures	309
Non-current assets	**37,114**	Electronically recorded obligations - non-operating	92
Property, plant and equipment	**17,085**	Liabilities related to charged supplying transactions	1,388
Buildings and structures	3,902	Other	3,706
Machinery, equipment and vehicles	5,353	**Non-current liabilities**	**23,195**
Land	5,452	Bonds payable	5,924
Construction in progress	397	Long-term borrowings	12,285
Other	1,979	Deferred tax liabilities	992
Intangible assets	**3,844**	Provision for retirement benefits for directors (and other officers)	96
Goodwill	757	Provision for share awards	153
Software	1,751	Provision for environmental measures	618
Technology-based intangible assets	754	Retirement benefit liability	939
Other	580	Other	2,185
Investments and other assets	**16,184**	**Total liabilities**	**67,869**
Investment securities	11,321	**(Net assets)**	
Deferred tax assets	1,364	**Shareholders' equity**	**79,916**
Retirement benefit asset	2,306	**Share capital**	**14,939**
Other	1,418	**Capital surplus**	**15,071**
Allowance for doubtful accounts	(227)	**Retained earnings**	**51,892**
		Treasury shares	**(1,986)**
		Accumulated other comprehensive income	**5,160**
		Valuation difference on available-for-sale securities	**1,997**
		Foreign currency translation adjustment	**2,726**
		Remeasurements of defined benefit plans	**436**
		Non-controlling interests	**2,015**
		Total net assets	**87,093**
Total assets	**154,962**	**Total liabilities and net assets**	**154,962**

(Note) Figures presented in the financial statements are rounded down to the nearest million yen.

Consolidated Statement of Income

(April 1, 2025 - March 31, 2026)

(Millions of yen)

Description	Amount
Net sales	**111,822**
Cost of sales	**73,765**
Gross profit	**38,056**
Selling, general and administrative expenses	**27,178**
Operating profit	**10,878**
Non-operating income	**5,072**
Interest and dividend income	2,321
Share of profit of entities accounted for using equity method	842
Foreign exchange gains	781
Rental income from real estate	107
Compensation income	637
Other	382
Non-operating expenses	**5,423**
Interest expenses	2,900
Loss on valuation of derivatives	2,334
Other	188
Ordinary profit	**10,527**
Extraordinary income	**191**
Gain on sale of non-current assets	93
Gain on sale of investment securities	98
Extraordinary losses	**1,250**
Loss on disposal of non-current assets	67
Impairment losses	85
Environmental expenses	6
Loss on settlement	1,072
Other	17
Profit before income taxes	**9,468**
Income taxes - current	2,582
Income taxes - deferred	7
Profit	**6,878**
Loss attributable to non-controlling interests	350
Profit attributable to owners of parent	**7,228**

(Note) Figures presented in the financial statements are rounded down to the nearest million yen.

I. Overview of the corporate group

1. Principal business

Business	Main products
Agrochemical business	Insecticides, fungicides, insect-fungicides, herbicides, and active ingredients for crop protection products
Chemicals other than crop protection products business	Wood preservative agents, agricultural materials, turf-related products, pharmaceuticals, animal health care products, others
Other business	Greenification and gardening construction, etc. Real estate leasing, agrochemical logistics operations, warehousing, agrochemical residue analysis

2. Principal offices, research centers, and plants

(1) Domestic

Name	Location	Name	Location
Head office	Chuo-ku, Tokyo	Osaka Branch	Osaka-shi, Osaka
Sapporo Branch	Sapporo-shi, Hokkaido	Fukuoka Branch	Fukuoka-shi, Fukuoka
Sendai Branch	Sendai-shi, Miyagi	Research Center	Kawachinagano-shi, Osaka
Tokyo Branch	Chuo-ku, Tokyo	Osaka Office	Osaka-shi, Osaka

(2) Domestic subsidiary offices (Plants)

Name	Location
Fukushima Plant, Nichino Service Co., Ltd.	Nihonmatsu-shi, Fukushima
Kashima Plant, same as above	Kamisu-shi, Ibaraki
Saga Plant, same as above	Miyaki-gun, Saga

(3) Overseas (including subsidiaries and affiliates)

Name	Location
Nichino America, Inc.	U.S.A. / Wilmington
Nichino Europe Co., Ltd.	UK / Cambridge
Nichino Shanghai Co., Ltd.	China / Shanghai
Taiwan Nihon Nohyaku Co., Ltd.	Taiwan / Taipei
Agricultural Chemicals (Malaysia) Sdn. Bhd.	Malaysia / Penang
Nichino do Brasil Agroquimicos Ltda.	Brazil / Sao Paulo
Sipcam Nichino Brasil S.A.	Brazil / Uberaba
Nichino India Pvt. Ltd.	India / Hyderabad
Sipcam Europe S.p.A.	Italy / Milan
Nichino Vietnam Co., Ltd.	Vietnam / Ho Chi Minh
Nihon Nohyaku Andica S.A.S.	Colombia / Bogota
Nichino Korea Co., Ltd.	South Korea / Seoul
Nichino Chile SpA	Chile / Santiago
Interagro (UK) Ltd.	UK / Cambridge
Nichino Netherlands B.V.	Netherlands / Utrecht
Nichino South Africa (Pty) Ltd	South Africa / Johannesburg
Nichino Mexico S. de R.L. de C.V.	Mexico / Mexico City

3. Major lenders

Name of lender	Outstanding loan balance (Millions of yen)
Mizuho Bank, Ltd.	7,470
MUFG Bank, Ltd.	3,218
Japan Bank for International Cooperation	2,420
The Norinchukin Bank	1,988
Sumitomo Mitsui Trust Bank, Limited	1,628

II. Matters concerning status of the company (As of March 31, 2026)

1. Matters concerning officers of the company

(1) Outline of content of liability limitation agreements

The Company has concluded agreements to limit the liability for damages under Article 423, Paragraph 1 of the Companies Act with Directors Mr. Akio Kohri, Mr. Haruhiko Tomiyasu, Ms. Chizuko Nakata, Mr. Noboru Matsumoto, Ms. Shiyo Yamana, Mr. Iwao Toigawa, Ms. Yoshiko Oshima, and Ms. Masuyo Ohtani. The limit of liability for damages under said agreement is the limit stipulated by laws and regulations.

(2) Outline of content of directors and officers liability insurance contract

To secure talented personnel and support proactive and bold business decision making toward growth, in December 2025, the Company concluded a directors and officers liability insurance contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act, an outline of which is provided below.

1) Scope of the insured

Directors, Audit & Supervisory Committee Members and Executive Officers of the Company and directors and audit & supervisory board members of Nichino Ryokka Co., Ltd., Nichino Service Co., Ltd., Nihon Ecotech Co., Ltd. and AgriMart Corporation

2) Actual ratio of premiums paid by the insured

Premiums, including riders, are paid by the Company, and the insured do not bear the actual premiums.

3) Outline of events insured against

The policy, together with riders, will cover damages and legal fees, etc., that may arise due to the insured directors and officers assuming liability for the execution of duties or receiving a claim related to the pursuit of such liability. However, there are certain exemptions, such as in case of actions taken with the knowledge that such actions are in violation of laws and regulations.

4) Measures to ensure that the appropriateness of directors' and officers' duties are not impaired

The insurance contract contains stipulations regarding the amount of exemptions, and damages up to said exemption amount will not be covered.

(3) Matters concerning outside officers

1) Relationships between significant companies at which Company officers hold concurrent positions and the Company

As stated in "3. (1) Matters concerning Directors" in the Business Report.

2) Status of key activities during the fiscal year under review

Name (Position)	Status of key activities
Chizuko Nakata (Outside Director)	Ms. Chizuko Nakata has deep insight in business administration as certified public accountant and certified public tax accountant and her expected role is to contribute to improving the effectiveness of the Company's Board of Directors by providing the Company with opinions and advice on the Company's overall management from an objective perspective. She has also served as Chair of the Board of Directors since June 2025, leading the proceedings of the Board of Directors from an independent standpoint, and has attended meetings such as the Board of Directors and Governance Committee meetings and expressed opinions in the form of appropriate advice and recommendations, etc. on overall management of the Company. She attended all 17 Board of Directors meetings held during the fiscal year under review. She attended all 2 meetings of the Audit and Supervisory Committee held until her retirement from the position of Director who is an Audit and Supervisory Committee Member in June 2025, and made comments as necessary to ensure highly effective audits.

Name (Position)	Status of key activities
Noboru Matsumoto (Outside Director)	Mr. Noboru Matsumoto has a wealth of experience and broad-based insight as operating officer of a listed company as well as manager of an overseas business entity and his expected role is to contribute to improving the effectiveness of the Company's Board of Directors by providing the Company with opinions and advice on the Company's overall management from an objective perspective. He has attended meetings such as the Board of Directors and Governance Committee meetings and expressed opinions in the form of appropriate advice and recommendations, etc. on overall management of the Company. He attended all 17 Board of Directors meetings held during the fiscal year under review.
Shiyo Yamana (Outside Director)	Ms. Shiyo Yamana has experience and broad-based insight in the management of business companies as well as overseas business and governance development in the financial industry and her expected role is to contribute to improving the effectiveness of the Company's Board of Directors by providing the Company with opinions and advice on the Company's overall management from an objective perspective. She has attended meetings such as the Board of Directors and Governance Committee meetings and expressed opinions in the form of appropriate advice and recommendations, etc. on overall management of the Company. She attended all 17 Board of Directors meetings held during the fiscal year under review.
Iwao Toigawa (Outside Director (Audit & Supervisory Committee Member))	Mr. Iwao Toigawa has expertise as an attorney-at-law and wealth of experience and broad knowledge of corporate legal affairs and his expected role is to strengthen the Company's audit functions, etc. and contribute to improving the effectiveness of the Company's Board of Directors based on these insights. He has attended meetings such as the Board of Directors, Governance Committee and Compliance Committee meetings and expressed opinions in the form of appropriate advice and recommendations, etc., while performing audit duties and providing advice to ensure the appropriateness of the execution of Directors' duties. He attended all 17 Board of Directors meetings held during the fiscal year under review. He attended 7 out of 9 Audit & Supervisory Committee meetings held during the fiscal year under review, and made comments as necessary to ensure highly effective audits.
Yoshiko Oshima (Outside Director (Audit & Supervisory Committee Member))	Ms. Yoshiko Oshima has expertise as an attorney-at-law and certified public tax accountant and wealth of experience and broad knowledge of corporate legal affairs and her expected roles is to strengthen the Company's audit functions, etc. and contribute to improving the effectiveness of the Company's Board of Directors based on these insights. She has attended meetings such as the Board of Directors and Governance Committee meetings and expressed opinions in the form of appropriate advice and recommendations, etc., while performing audit duties and providing advice to ensure the appropriateness of the execution of Directors' duties. She attended all 17 Board of Directors meetings held during the fiscal year under review. She attended all 9 Audit & Supervisory Committee meetings held during the fiscal year under review, and made comments as necessary to ensure highly effective audits.

Name (Position)	Status of key activities
Masuyo Ohtani (Outside Director (Audit & Supervisory Committee Member))	Ms. Masuyo Ohtani has deep insight in business administration as a certified public accountant and certified public tax accountant and her expected roles is to strengthen the Company's audit functions, etc. and contribute to improving the effectiveness of the Company's Board of Directors based on these insights. She has attended meetings such as the Board of Directors and Governance Committee meetings and expressed opinions in the form of appropriate advice and recommendations, etc., while performing audit duties and providing advice to ensure the appropriateness of the execution of Directors' duties. She attended all 17 Board of Directors meetings held during the fiscal year under review. She attended all 7 Audit & Supervisory Committee meetings held after her appointment in June 2025, and made comments as necessary to ensure highly effective audits.

2. Matters concerning Accounting Auditor

(1) Name of Accounting Auditor
Kyowa Audit Corporation

(2) Overview of content of liability limitation agreement
Not applicable.

(3) Amount of remuneration, etc., for the Accounting Auditor during the fiscal year under review

Category	Amount paid
Amount of remuneration, etc., as Accounting Auditor for the fiscal year under review	45,000 thousand yen
Total amount of money and other property benefits payable by the Company and the Company's subsidiaries	47,400 thousand yen

(Notes) 1. Under the audit agreement between the Company and Kyowa Audit Corporation, no clear distinction is made between the remuneration for audits pursuant to the Companies Act and that for audits pursuant to the Financial Instruments and Exchange Act, and since a substantial distinction cannot be made, the amount presented above is the total remuneration.
2. Of the Company's significant subsidiaries, Nichino America, Inc., Taiwan Nihon Nohyaku Co., Ltd., Nichino India Pvt. Ltd., Sipcam Nichino Brasil S.A., Nichino Europe Co., Ltd., Nichino Vietnam Co., Ltd., and Nichino do Brasil Agroquimicos Ltda. receive audits from audit corporations other than the Company's Accounting Auditor.

(4) Content of non-audit services
Not applicable.

(5) Matters concerning audits of subsidiaries
Each of the seven overseas consolidated subsidiaries of the Company is audited by an audit firm or other party other than the Company's Accounting Auditor.

(6) Reasons the Audit & Supervisory Committee approved remuneration, etc., for the Accounting Auditor
The Audit & Supervisory Committee of the Company, in consideration of the "Practical Guidelines on Cooperation with Accounting Auditors" published by the Japan Audit & Supervisory Board Members Association, confirmed the audit plan, status of audit implementation, and basis for calculation as shown in remuneration estimates of the Accounting Auditor, and upon consideration, agreed to the remuneration, etc., of the Accounting Auditor as prescribed under Article 399, Paragraph 3 of the Companies Act.

(7) Policies for determining dismissal or non-reappointment of the Accounting Auditor
The Audit & Supervisory Committee of the Company shall determine the content of a proposal for the dismissal or non-reappointment of the Accounting Auditor to be submitted to a General Meeting of Shareholders if it has judged that it is necessary to do so, such as in cases where there are issues with the execution of duties by the Accounting Auditor.
Additionally, if the clauses of Article 340, Paragraph 1 of the Companies Act apply to the Accounting Auditor and it deems that there are no prospects of improvement, the Audit & Supervisory Committee shall dismiss the Accounting Auditor conditional upon the unanimous consent of all Audit & Supervisory Committee Members. In such case, an Audit & Supervisory Committee Member selected by the Audit & Supervisory Committee shall report the dismissal of the Accounting Auditor and the reason for it at the first General Meeting of Shareholders held following the dismissal.

III. Structures and policies of the company

1. Structures to secure the appropriateness of operations

Based on the stipulations of items b and c of Article 399-13, Paragraph 1, Item 1 of the Companies Act and the stipulations of Article 110-4 of the Regulation for Enforcement of the Companies Act, the Company has defined basic policies to establish "Structures to secure the appropriateness of operations" and has established, maintained, and operated internal control systems. An overview of these basic policies is as follows.

(1) Structures concerning storage and management of information regarding execution of duties by Directors

Information, such as documents, etc. (including electronic records), regarding execution of duties by Directors is stored and managed for required periods based on the Information Management Regulations.

(2) Regulations regarding management of risk of loss and other structures

1) The "Risk Management Committee" ascertains the Company's risk, prevents risks from materializing, and conducts risk countermeasures to minimize the effects of risks that have materialized, etc.
2) In the management of individual risks, the Company promotes the creation of manuals that correspond to categories and various types of risk. The Board of Directors comprehensively manages and responds to risks that are considered companywide issues.
3) Risks concerning environmental, safety and sanitation, and product safety, etc., are ascertained by the "Risk Management Committee" and individually and specifically responded to in cooperation between the "RC Promotion Committee" and related segments.
4) The Sustainability Committee, which oversees the Compliance Committee, Risk Management Committee, and RC Promotion Committee, provides indirect support for their activities and engages in sustainability-related issues outside of the three committees.
5) Regarding accounting, the Financial & Accounting Department will be responsible for companywide accounting and number management, and each segment will confirm the contents of companywide accounting and of other segments.
6) If unexpected events occur, an emergency response headquarters will be established with the Representative Director and President as the general manager for crisis management.
7) The Internal Control & Audit Department will implement periodic audits of the Company's risk management structures.

(3) Structures to secure effective execution of duties by Directors

1) A regular Board of Directors meeting will be held once per month, and by also holding meetings as necessary, important matters will be decided while also conducting supervision of the status of business execution by Directors.
2) Meetings of the Board of Executive Officers will be held as important institutions second to the Board of Directors, attended by Full-time Directors (including Directors serving as the Full-time Audit & Supervisory Committee Members) and Executive Officers. The meeting of the Board of Executive Officers will flexibly deliberate and determine business strategies and corporate policies, etc., of the Company and the Group, as well as deliberate and determine matters required to promote business activities such as internal controls, compliance, risk management, responsible care, and respecting human rights, etc., to raise management efficiency, and fulfill the social responsibilities of the Company and the Group.
3) As an advisory body to the Board of Directors, a Governance Committee will be established, composed of a majority of Independent Outside Directors, which will receive consultations from the Board of Directors to consider and report on the appropriateness, etc., of the selection process, disposition, and nomination reasons for the Company's Directors (excluding Directors serving as the Audit & Supervisory Committee Members) and Directors serving as the Audit & Supervisory Committee Members, standards for determining independence of Independent Outside Directors, effectiveness evaluations of the overall Board of Directors, and officer remuneration structures, etc., in an effort to further enrich corporate governance.
4) Via the Executive Officer System, the duties of Directors who will determine management policies and oversee management will be separated from the duties of Executive Officers who are tasked with business execution, and by clarifying the contents of the duties of each, the Company will work to accelerate management decision-making and promote efficiency in business execution.
5) A three-year medium-term management plan will be formulated as a shared companywide index for business operations, and business results plans and budgets for each fiscal year will be defined as embodiments of said plan. Responsible persons, areas of responsibilities, and execution procedures,

etc., of business executors will be defined in the Operational Division Regulations, Duties and Authority Regulations, and Duties and Authority Standards Statement, etc.

(4) Structures to ensure that the execution of duties by Directors and employees conform to laws and regulations and the Articles of Incorporation

1) The "NICHINO Group Action Charter" and "Nihon Nohyaku and NICHINO Group Compliance Regulations" will be defined as the core of the Company's compliance structure, and continuous emphasis will be placed on the concept that strict compliance with laws and regulations is fundamental to business activities.
2) The "Compliance Committee" will work to emphasize awareness and provide guidance via compliance promotion activities, etc.
3) Regarding internal controls for financial reporting, each segment and branch that has an effect on the financial statements will conduct maintenance and operation on internal controls regarding financial reporting, and the Internal Control & Audit Department will conduct evaluations to work toward achieving the trustworthiness and appropriateness of financial reporting.
4) Compliance activities regarding the manufacture, transport, and disposal, etc., of chemical substances will be emphasized and promoted by the "RC Promotion Committee."
5) The Company maintains an internal reporting structure in which information is received by managers, the Compliance Committee Chairperson, and outside attorneys, and will appropriately operate this structure to secure compliance.
6) The Company and the Group will clearly state in the "NICHINO Group Action Charter" that it will eliminate relationships with anti-social forces and organizations, and never respond to unreasonable requests from such anti-social forces. In line with this view, the Company will work to create a unified purpose regarding the elimination of anti-social forces, respond in an organizational manner with the General Affairs & Legal Department serving as the liaison, and by also deepening cooperation with police-related institutions, etc., have no relationships whatsoever with anti-social forces and organizations.
7) The Internal Control & Audit Department will implement periodic audits regarding the status of the Company's measures in compliance promotion.

(5) Structures to secure the appropriateness of operations at the Company and the Group

1) With "NICHINO Group Action Charter" as its guiding principles, the Company and the Group will maintain various regulations and systems to create internal control systems.
2) The following structures will be defined for reports made to the Company regarding matters dealing with the execution of duties by Directors, etc., of each company within the Group.
   a. The Company will receive periodic reports from each company within the Group regarding important management indices, with advance deliberations made for significant projects.
   b. Through monitoring and audits, etc., of responsible segments, the Company will appropriately manage each company within the Group.
3) To manage risk of loss at each company within the Group, the following structures will be defined based on the "Nihon Nohyaku and NICHINO Group Risk Management Regulations."

   The "Group Risk Management Council" will deliberate on risk management issues at each company within the Group, and conduct management via risk management activities for the Group.
4) The following structures will be defined to secure the effectiveness of the execution of duties by Directors, etc., of each company within the Group.

   The Company will provide indirect operations as required according to the scale, business content, and business type of each company within the Group, aiming for efficient operations within the Group.
5) The following structures will be defined to secure conformity with laws and regulations and the Articles of Incorporation by Directors, etc., and employees of each company within the Group.

   The "Group Compliance Council," which will be held based on the "Nihon Nohyaku and NICHINO Group Compliance Regulations," will aim to secure the appropriateness of operations within the Group through deliberations on compliance issues at each company within the Group.
6) By evaluating the status of operations of internal control systems regarding financial reporting at each company within the Group, the Internal Control & Audit Department of the Company will aim to respond to internal controls of the Group, seeking to secure the trustworthiness and appropriateness of financial reporting.
7) The Internal Control & Audit Department of the Company will implement periodic audits regarding

the risk management structures and measures in compliance promotion at each company within the Group.

(6) Matters regarding Directors and employees to assist the duties of Audit & Supervisory Committee, matters regarding the independence of Directors and employees to assist the duties of Audit & Supervisory Committee from Directors (excluding Directors serving as the Audit & Supervisory Committee Members), and matters regarding securing the effectiveness of instructions given to Directors and employees to assist the duties of Audit & Supervisory Committee

1) As a structure to assist the duties of the Audit & Supervisory Committee, the Company has Audit & Supervisory Committee secretariat functions within the Internal Control & Audit Department. To secure independence from Directors (excluding Directors serving as the Audit & Supervisory Committee Members), efforts will be made to ensure that evaluations and transfers, etc., regarding human resources for said employees are prevented from the effect of biased evaluations, etc., via advance consultation between the officer responsible for human resources and a Director serving as the Full-time Audit & Supervisory Committee Member.
2) The Company will be considerate to ensure that independence is not infringed upon via the unfair hindrance of business execution of employees associated with the Internal Control & Audit Department who have received instructions from the Audit & Supervisory Committee.

(7) Structures to allow reporting to the Audit & Supervisory Committee by Directors (excluding Directors serving as the Audit & Supervisory Committee Members) and employees, other structures for reporting to the Audit & Supervisory Committee, and structures to ensure that audits by the Audit & Supervisory Committee are being conducted effectively

1) In addition to matters in laws and regulations, Directors (excluding Directors serving as the Audit & Supervisory Committee Members), Audit & Supervisory Board Members, and employees shall promptly report matters that will have a significant effect on the Company and the Group to the Audit & Supervisory Committee. Additionally, the Audit & Supervisory Committee shall review important documents including *ringi* decision-making sheets and others associated with business execution, and shall seek explanations from Directors (excluding Directors serving as the Audit & Supervisory Committee Members), Audit & Supervisory Board Members, and employees as required.
2) By defining matters regarding internal whistleblowing by employees in the "Nihon Nohyaku and NICHINO Group Compliance Regulations," and ensuring appropriate operation and maintenance, the Company will secure an appropriate structure for reporting by employees to Audit & Supervisory Committee concerning violations of laws and regulations and other compliance issues.
3) The Internal Control & Audit Department will periodically report the results of internal audits to the Audit & Supervisory Committee.
4) The Company will ensure that persons reporting to the Audit & Supervisory Committee are not treated disadvantageously as a result of said report.
5) Full-time Audit & Supervisory Committee Members shall hold meetings to exchange opinions with Directors and the Representative Director and President as required.

(8) Matters concerning policies regarding processing of expenses, etc., during the execution of duties of Audit & Supervisory Committee Members (limited to execution of duties related to the Audit & Supervisory Committee)

The Company will bear expenses incurred during the execution of duties of Audit & Supervisory Committee Members, within the scope of the Company's business expense budget according to predetermined procedures.

2. Operational status of structures to secure the appropriateness of operations

An overview of the operational status of structures to secure the appropriateness of operations as described in "Structures to secure the appropriateness of operations" above is as follows.

(1) Execution of business by Directors

The Board of Directors meeting was held 17 times. In addition to determining important matters regarding management such as matters defined by laws and regulations and the Articles of Incorporation, management policies, and formulation of budgets, etc., a monthly analysis and evaluation of business results was conducted, with deliberations from the viewpoint of conformity with laws and regulations and the Articles of Incorporation, and the appropriateness of business.

(2) Corporate management of group companies

At the Company, departments responsible for corporate management of each company within the Group received periodic reports on the status of management, etc., at each company within the Group, and important projects were confirmed and deliberated in advance with each company within the Group.

(3) Execution of business by Audit & Supervisory Committee

The Audit & Supervisory Committee held ordinary and extraordinary Audit & Supervisory Committee meetings to exchange audit information. In addition, full-time members of the Audit & Supervisory Committee attended important meetings such as meetings of the Board of Directors, the Board of Executive Officers, General Managers, and internal committees, etc., and not only by implementing visits and investigations for each company within the Group as required, but also by periodically sharing audit results with the internal audit segment, etc., conducted audits using the internal controls system. The Audit & Supervisory Committee periodically also held meetings with the Representative Director, President and the Accounting Auditor to exchange opinions necessary for audits.

(4) Securing appropriateness and trustworthiness of financial reporting

To secure the appropriateness and trustworthiness of financial reporting, segments responsible for internal control evaluations determined annual plans for the maintenance, operation, and evaluation of internal controls while implementing evaluations regarding the effectiveness of internal controls within the Group, and reported its results to the Board of Executive Officers and the Board of Directors.

(5) Compliance with laws and regulations and risk management

Regarding the status of compliance with laws and regulations and various internal regulations, the Compliance Committee received reports regarding the Company's compliance projects while working for thorough awareness and instruction on compliance with laws and regulations.

Additionally, regarding the Company's risks, the Risk Management Committee extracted significant risks and formulated and executed preventative measures and countermeasures against occurrence, while conducting monitoring and instruction for individual risk.

Furthermore, each committee reported to the Board of Executive Officers and Board of Directors regarding the content, etc., of implementations.

3. Basic policy on the desired state of parties to control decisions on the company's financial and business policy

Although the Company has not specifically defined a basic policy on the desired state of parties to control decisions on the company's financial and business policy, the Company is engaged in the "Growing Global for Sustainability (GGS)" medium-term management plan to realize the vision of what we want to be in the future, and is working to secure and improve the Company's corporate value and shared interests with shareholders. Additionally, regarding parties that would attempt a large-scale purchase of the Company's share certificates, etc., the Company will seek the provision of required and adequate information to ensure that shareholders may make appropriate decisions on the validity of the large-scale purchase while also disclosing the opinions, etc., of the Board of Directors of the Company and work to secure time for shareholders to consider the purchase, etc., implementing appropriate measures based on the Financial Instruments and Exchange Act, Companies Act, and other relevant laws and regulations.

IV. Other significant matters regarding the current status of the corporate group

Not applicable.

Consolidated Statement of Changes in Equity

(April 1, 2025 - March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	14,939	15,071	46,420	(2,026)	74,405
Changes during period					
Dividends of surplus			(1,890)		(1,890)
Profit attributable to owners of parent			7,228		7,228
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares				39	39
Changes in the scope of consolidation			133		133
Net changes in items other than shareholders' equity					
Total changes during period	–	–	5,471	39	5,511
Balance at end of period	14,939	15,071	51,892	(1,986)	79,916

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	1,421	796	665	2,883	2,134	79,423
Changes during period						
Dividends of surplus						(1,890)
Profit attributable to owners of parent						7,228
Purchase of treasury shares						(0)
Disposal of treasury shares						39
Changes in the scope of consolidation						133
Net changes in items other than shareholders' equity	576	1,929	(228)	2,277	(119)	2,158
Total changes during period	576	1,929	(228)	2,277	(119)	7,669
Balance at end of period	1,997	2,726	436	5,160	2,015	87,093

(Note) Figures presented in the financial statements are rounded down to the nearest million yen.

Non-consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Description	Amount	Description	Amount
(Assets)		**(Liabilities)**	
Current assets	**57,728**	**Current liabilities**	**15,235**
Cash and deposits	5,922	Accounts payable - trade	6,861
Notes receivable – trade	228	Electronically recorded obligations – operating	154
Accounts receivable - trade	20,991	Current portion of long-term borrowings	2,241
Electronically recorded monetary claims - operating	4,507	Accounts payable - other	1,129
Merchandise and finished goods	16,247	Accrued expenses	1,392
Work in process	802	Income taxes payable	626
Raw materials and supplies	5,237	Accrued business office tax	8
Prepaid expenses	574	Contract liabilities	1
Accounts receivable - other	1,122	Provision for bonuses	582
Consumption taxes receivable	1,450	Provision for bonuses for directors (and other officers)	100
Short-term loans receivable	100	Provision for environmental measures	309
Other	547	Electronically recorded obligations - non-operating	92
Allowance for doubtful accounts	(2)	Liabilities related to charged supplying transactions	1,365
Non-current assets	**36,398**	Other	370
Property, plant and equipment	**11,183**	**Non-current liabilities**	**10,384**
Buildings	2,323	Long-term borrowings	8,439
Structures	437	Long-term deposits received	914
Machinery	3,157	Provision for share awards	153
Vehicles	2	Deferred tax liabilities	239
Tools, furniture and fixtures	672	Provision for environmental measures	618
Land	4,441	Other	18
Leased assets	12	**Total liabilities**	**25,619**
Construction in progress	136	**(Net assets)**	
Intangible assets	**1,547**	**Shareholders' equity**	**66,523**
Right to use facilities	9	**Share capital**	14,939
Software	1,538	**Capital surplus**	17,235
Investments and other assets	**23,667**	Legal capital surplus	12,235
Investment securities	4,147	Other capital surplus	5,000
Shares of subsidiaries and associates	16,564	**Retained earnings**	**36,334**
Investments in capital of subsidiaries and associates	210	Legal retained earnings	1,574
Long-term loans receivable	753	Other retained earnings	34,759
Prepaid pension costs	1,677	General reserve	3,145
Other	320	Retained earnings brought forward	31,614
Allowance for doubtful accounts	(5)	**Treasury shares**	**(1,986)**
		Valuation and translation adjustments	**1,985**
		Valuation difference on available-for-sale securities	**1,985**
		Total net assets	**68,508**
Total assets	**94,127**	**Total liabilities and net assets**	**94,127**

(Note) Figures presented in the financial statements are rounded down to the nearest million yen.

Non-consolidated Statement of Income

(April 1, 2025 - March 31, 2026)

(Millions of yen)

Description	Amount
Net sales	**57,361**
Cost of sales	**39,184**
Gross profit	**18,177**
Selling, general and administrative expenses	**14,084**
Operating profit	**4,092**
Non-operating income	**1,848**
Interest and dividend income	1,659
Other	188
Non-operating expenses	**286**
Interest expenses	160
Other	125
Ordinary profit	**5,653**
Extraordinary income	**98**
Gain on sale of non-current assets	0
Gain on sale of investment securities	98
Extraordinary losses	**154**
Loss on disposal of non-current assets	62
Impairment losses	85
Environmental expenses	6
Profit before income taxes	**5,597**
Income taxes - current	1,105
Income taxes - deferred	(127)
Profit	**4,619**

(Note) Figures presented in the financial statements are rounded down to the nearest million yen.

Non-Consolidated Statement of Changes in Equity

(April 1, 2025 - March 31, 2026)

(Millions of yen)

	Shareholders' equity							
	Share capital	Capital surplus			Retained earnings			
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings		Total retained earnings
						General reserve	Retained earnings brought forward	
Balance at beginning of period	14,939	12,235	5,000	17,235	1,574	3,145	28,886	33,605
Changes during period								
Dividends of surplus							(1,890)	(1,890)
Profit							4,619	4,619
Purchase of treasury shares								
Disposal of treasury shares								
Net changes in items other than shareholders' equity								
Total changes during period	–	–	–	–	–	–	2,728	2,728
Balance at end of period	14,939	12,235	5,000	17,235	1,574	3,145	31,614	36,334

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	(2,026)	63,755	1,413	1,413	65,168
Changes during period					
Dividends of surplus		(1,890)			(1,890)
Profit		4,619			4,619
Purchase of treasury shares	(0)	(0)			(0)
Disposal of treasury shares	39	39			39
Net changes in items other than shareholders' equity			571	571	571
Total changes during period	39	2,767	571	571	3,339
Balance at end of period	(1,986)	66,523	1,985	1,985	68,508

(Note) Figures presented in the financial statements are rounded down to the nearest million yen.

Accounting Auditor's Audit Report on the Consolidated Financial Statements (duplicated copy)

Independent Auditor's Report

(English Translation)

May 11, 2026

To the Board of Directors
NIHON NOHYAKU CO., LTD.

Kyowa Audit Corporation
Chiyoda-ku, Tokyo
Masashi Ozawa, CPA
Representative Partner
Engagement Partner
Yuki Sakamoto, CPA
Representative Partner
Engagement Partner

Opinion

Pursuant to Article 444, Paragraph 4 of the Companies Act, we have audited the accompanying consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in equity and the notes to the consolidated financial statements of NIHON NOHYAKU CO., LTD. (the "Company") for the fiscal year from April 1, 2025, through March 31, 2026.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position and results of operations of the corporate group, which consists of the Company and its consolidated subsidiaries, for the period covered by the consolidated financial statements in conformity with accounting principles generally accepted in Japan.

Basis for the Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under the auditing standards is stated in "Auditor's Responsibility for the Audit of the Consolidated Financial Statements." We are independent of the Company and its consolidated subsidiaries in accordance with the provisions related to professional ethics in Japan, including provisions applicable to the audit of financial statements of Public Interest Entities, and are fulfilling other ethical responsibilities as an auditor. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Other Information

The other information comprises the information included in the business report and its supplementary schedules. Management is responsible for preparation and disclosure of the other information. The Audit & Supervisory Committee is responsible for monitoring the execution of Directors' duties related to designing and operating the reporting process of the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit & Supervisory Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the presentation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements in accordance with the premise of a going concern, and for disclosing matters relating to going concern when it is required to do so in accordance with accounting principles generally accepted in Japan.

The Audit & Supervisory Committee is responsible for monitoring the execution of Directors' duties related to designing and operating the financial reporting process.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our responsibility is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to express an opinion on the consolidated financial statements from an independent standpoint in an audit report, based on our audit. Misstatements can occur as a result of fraud or error, and are deemed material if they can be reasonably expected to, either individually or collectively, influence the decisions of users taken on the basis of the consolidated financial statements.

We make professional judgment in the audit process in accordance with auditing standards generally accepted in Japan, and perform the following while maintaining professional skepticism.

- Identify and assess the risks of material misstatement, whether due to fraud or error. Design and implement audit procedures to address the risks of material misstatement. The audit procedures shall be selected and applied as determined by the auditor. In addition, sufficient and appropriate audit evidence shall be obtained to provide a basis for the audit opinion.
- In making those risk assessments, the auditor considers internal control relevant to the entity's audit in order to design audit procedures that are appropriate in the circumstances, although the purpose of the audit of the consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal control.
- Assess the appropriateness of accounting policies adopted by management and the method of their application, as well as the reasonableness of accounting estimates made by management and the adequacy of related notes.
- Determine whether it is appropriate for management to prepare the consolidated financial statements on the premise of a going concern and, based on the audit evidence obtained, determine whether there is a significant uncertainty in regard to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If there is a significant uncertainty concerning the premise of a going concern, the auditor is required to call attention to the notes to the consolidated financial statements in the audit report, or if the notes to the consolidated financial statements pertaining to the significant uncertainty are inappropriate, issue a modified opinion on the consolidated financial statements. While the conclusions of the auditor are based on the audit evidence obtained up to the date of the audit report, depending on future events or conditions, an entity may be unable to continue as a going concern.
- Besides assessing whether the presentation of and notes to the consolidated financial statements are in accordance with accounting principles generally accepted in Japan, assess the presentation, structure, and content of the consolidated financial statements including related notes, and whether the consolidated financial statements fairly present the transactions and accounting events on which they are based.

・ Plan and perform an audit of the consolidated financial statements to obtain sufficient and appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries as a basis for expressing an opinion on the consolidated financial statements. The auditor is responsible for the direction, supervision and review of the audit of the consolidated financial statements, and is solely responsible for the audit opinion.

The auditor reports to the Audit & Supervisory Committee regarding the scope and timing of implementation of the planned audit, material audit findings including material weaknesses in internal control identified in the course of the audit, and other matters required under the auditing standards.

The auditor reports to the Audit & Supervisory Committee regarding the observance of provisions related to professional ethics in Japan as well as matters that are reasonably considered to have an impact on the auditor's independence, any measures taken to remove obstacles or any safeguards that are applied to reduce obstacles to an acceptable level, if any.

Interest

Our firm and engagement partners have no interests in the Company or its consolidated subsidiaries requiring disclosure under the provisions of the Certified Public Accountants Act of Japan.

Accounting Auditor's Audit Report on the Non-consolidated Financial Statements (duplicated copy)

Independent Auditor's Report

(English Translation)

May 11, 2026

To the Board of Directors
NIHON NOHYAKU CO., LTD.

Kyowa Audit Corporation
Chiyoda-ku, Tokyo
Masashi Ozawa, CPA
Representative Partner
Engagement Partner
Yuki Sakamoto, CPA
Representative Partner
Engagement Partner

Opinion

Pursuant to Article 436, Paragraph 2, Item 1 of the Companies Act, we have audited the accompanying financial statements, which comprise the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in equity and the related notes, and the accompanying supplementary schedules of NIHON NOHYAKU CO., LTD. (the "Company") for the 127th fiscal year from April 1, 2025 through March 31, 2026.

In our opinion, the financial statements and the accompanying supplementary schedules referred to above present fairly, in all material respects, the financial position of the Company as of March 31, 2026, and the results of its operations for the year then ended in conformity with accounting principles generally accepted in Japan.

Basis for the Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under the auditing standards is stated in "Auditor's Responsibility for the Audit of the Financial Statements and the Accompanying Supplementary Schedules." We are independent of the Company in accordance with the provisions related to professional ethics in Japan, including provisions applicable to the audit of financial statements of Public Interest Entities, and are fulfilling other ethical responsibilities as an auditor. We believe that we have obtained sufficient and appropriate audit evidence to provide a basis for our audit opinion.

Other Information

The other information comprises the information included in the business report and its supplementary schedules. Management is responsible for preparation and disclosure of the other information. The Audit & Supervisory Committee is responsible for monitoring the execution of Directors' duties related to designing and operating the reporting process of the other information.

Our opinion on the financial statements and the accompanying supplementary schedules does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and the accompanying supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the accompanying supplementary schedules or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other

information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit & Supervisory Committee for the Financial Statements and the Accompanying Supplementary Schedules

Management is responsible for the preparation and fair presentation of the financial statements and the accompanying supplementary schedules in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the financial statements and the accompanying supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the accompanying supplementary schedules, management is responsible for assessing whether it is appropriate to prepare the financial statements and the accompanying supplementary schedules in accordance with the premise of a going concern, and for disclosing matters relating to going concern when it is required to do so in accordance with accounting principles generally accepted in Japan.

The Audit & Supervisory Committee is responsible for monitoring the execution of Directors' duties related to designing and operating the financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements and the Accompanying Supplementary Schedules

Our responsibility is to obtain reasonable assurance about whether the financial statements and the accompanying supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to express an opinion on the financial statements and the accompanying supplementary schedules from an independent standpoint in an audit report, based on our audit. Misstatements can occur as a result of fraud or error, and are deemed material if they can be reasonably expected to, either individually or collectively, influence the decisions of users taken on the basis of the financial statements and the accompanying supplementary schedules.

We make professional judgment in the audit process in accordance with auditing standards generally accepted in Japan, and perform the following while maintaining professional skepticism.

- Identify and assess the risks of material misstatement, whether due to fraud or error. Design and implement audit procedures to address the risks of material misstatement. The audit procedures shall be selected and applied as determined by the auditor. In addition, sufficient and appropriate audit evidence shall be obtained to provide a basis for the audit opinion.
- In making those risk assessments, the auditor considers internal control relevant to the entity's audit in order to design audit procedures that are appropriate in the circumstances, although the purpose of the audit of the financial statements and the accompanying supplementary schedules is not to express an opinion on the effectiveness of the entity's internal control.
- Assess the appropriateness of accounting policies adopted by management and the method of their application, as well as the reasonableness of accounting estimates made by management and the adequacy of related notes.
- Determine whether it is appropriate for management to prepare the financial statements and the accompanying supplementary schedules on the premise of a going concern and, based on the audit evidence obtained, determine whether there is a significant uncertainty in regard to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If there is a significant uncertainty concerning the premise of a going concern, the auditor is required to call attention to the notes to the financial statements and the accompanying supplementary schedules in the audit report, or if the notes to the financial statements and the accompanying supplementary schedules pertaining to the significant uncertainty are inappropriate, issue a modified opinion on the financial statements and the accompanying supplementary schedules. While the conclusions of the auditor are based on the audit evidence obtained up to the date of the audit report, depending on future events or conditions, an entity may be unable to continue as a going concern.

・ Besides assessing whether the presentation of and notes to the financial statements and the accompanying supplementary schedules are in accordance with accounting principles generally accepted in Japan, assess the presentation, structure, and content of the financial statements and the accompanying supplementary schedules including related notes, and whether the financial statements and the accompanying supplementary schedules fairly present the transactions and accounting events on which they are based.

The auditor reports to the Audit & Supervisory Committee regarding the scope and timing of implementation of the planned audit, material audit findings including material weaknesses in internal control identified in the course of the audit, and other matters required under the auditing standards.

The auditor reports to the Audit & Supervisory Committee regarding the observance of provisions related to professional ethics in Japan as well as matters that are reasonably considered to have an impact on the auditor's independence, any measures taken to remove obstacles or any safeguards that are applied to reduce obstacles to an acceptable level, if any.

Interest

Our firm and engagement partners have no interests in the Company requiring disclosure under the provisions of the Certified Public Accountants Act of Japan.

Audit Report

(English Translation)

The Audit & Supervisory Committee audited the performance of duties by the Directors for the 127th fiscal year from April 1, 2025 to March 31, 2026, and hereby submits the method and results of the audit.

1. Summary of Auditing Methods

The Audit & Supervisory Committee received reports periodically from Directors, employees and other relevant personnel about the details of Board of Directors' resolutions concerning the matters set forth in Article 399-13, Paragraph 1, Item 1 (b) and (c) of the Companies Act, as well as the establishment and application of the internal control systems based on such resolutions, and then sought explanations as necessary, expressed opinions and conducted the audit through the methods described below.

(1) In conformity with the Auditing Standards, etc. of the Audit & Supervisory Committee established by the Audit & Supervisory Committee, following the auditing policies, allocation of duties and other relevant matters, using means such as the Internet, etc. and cooperating with the internal audit division and other internal control divisions, we participated in important meetings, such as Board of Directors meetings, received reports from the Directors, employees and other relevant personnel regarding performance of their duties, sought explanations as necessary, examined important authorized documents and associated information, and studied the operations and financial positions at the head office and principal business offices. With respect to subsidiaries, using means such as the Internet, etc., we communicated with, and collected information from, Directors, Audit & Supervisory Board Members and other relevant personnel of subsidiaries as well as received reports from subsidiaries on their business as necessary.

(2) We monitored and verified whether the Accounting Auditor maintained its independence and implemented appropriate audits, as well as received reports from the Accounting Auditor regarding the performance of its duties and sought explanations as necessary. In addition, we received notice from the Accounting Auditor that "system to ensure that duties are performed properly" (matters set forth in each item of Article 131 of the Regulation on Corporate Accounting) had been prepared in accordance with the "Quality Control Standard for Audit" (issued by the Business Accounting Council), JICPA Quality Control Standards Committee Statement No. 1 "Quality Control for Audit Firms" and JICPA Auditing Standards Committee Statements No. 220 "Quality Control for an Audit of Financial Statements," and sought explanations as necessary. Also, with respect to key audit matters, we discussed with the Accounting Auditor and received reports regarding the performance of its audit and sought explanations as necessary.

Based on the above methods, we examined the Business Report and the supplementary schedules thereof, the non-consolidated financial statements (non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of changes in equity, and non-consolidated notes) and the supplementary schedules thereof, as well as the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in equity and consolidated notes) related to the relevant fiscal year.

2. Results of Audit

(1) Results of Audit of Business Report and Other Relevant Documents

1. In our opinion, the Business Report and the supplementary schedules are in accordance with the related laws and regulations, and Articles of Incorporation, and fairly represent the Company's condition.

2. We have found no evidence of wrongful action or material violation of related laws and regulations, nor of any violation with respect to the Articles of Incorporation, related to performance of duties by the Directors.

3. We acknowledge that the details of resolutions approved by the Board of Directors concerning the internal control systems are appropriate. Furthermore, we have found no matters on which to remark regarding the description in the Business Report and the performance of duties by the Directors related to such internal controls system.

(2) Results of Audit of Non-consolidated Financial Statements and Supplementary Schedules

In our opinion, the methods and results employed and rendered by Kyowa Audit Corporation are fair and reasonable.

(3) Results of Audit of Consolidated Financial Statements

In our opinion, the methods and results employed and rendered by Kyowa Audit Corporation are fair and reasonable.

May 12, 2026

Audit & Supervisory Committee, NIHON NOHYAKU CO., LTD.

Full-time Audit & Supervisory Committee Member	Hideo Yamamoto
Audit & Supervisory Committee Member	Iwao Toigawa
Audit & Supervisory Committee Member	Yoshiko Oshima
Audit & Supervisory Committee Member	Masuyo Ohtani

(Note) Audit & Supervisory Committee Members, Mr. Iwao Toigawa, Ms. Yoshiko Oshima, and Ms. Masuyo Ohtani are Outside Directors as stipulated in Article 2, Item 15 and Article 331, Paragraph 6 of the Companies Act.