Translation

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July 13, 2026

Company name:	SAKATA SEED CORPORATION
Name of Representative:	Tsutomu Kagami President and Representative Director President and Executive Officer (Securities code:1377, TSE Prime Market)
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Notice Concerning Formulation of the Long-Term Business Plan "PASSION2035"

SAKATA SEED CORPORATION (the "Company") hereby announces that, at a meeting of the Board of Directors held on July 13, 2026, the Company resolved to formulate and approve its 10-year business plan, "PASSION2035: Accelerating Growth Investments and Strengthening Equity Management" ("PASSION2035"), commencing with the fiscal year ending May 31, 2027.

1. Background to the Formulation of PASSION2035

"Contributing to society through seeds" has been the Sakata Group's management philosophy since our founding, and based on this, we have expanded our business globally and achieved sustainable growth for more than 110 years.

Currently, the business environment is facing a major turning point due to developments such as climate change, geopolitical risks, and technological advancements. Against this backdrop, the role of the Company has become even more important.

Under this recognition, and with a view to further enhancing management transparency and deepening dialogue with our stakeholders, the Company has decided to disclose a long-term business plan for the first time.

2. Basic Policy

Under the key statement of PASSION2035, "Cultivating Tomorrow's Harvest with You," the Sakata Group will strive to propel the seed industry as the "world's most trusted partner" while creating value together with all stakeholders.

To improve profitability and establish a foundation for sustainable growth, the Company will pursue proactive growth investments, strengthen research and development, and accelerate our global expansion, while also enhancing capital efficiency and strengthening shareholder returns.

3. Numerical Targets and KPIs

The Company has set targets for net sales of 200.0 billion yen and an operating profit margin of 17.5% for FY2036, as well as ROE of at least 8% for FY2031.

To achieve these targets, the Company will proactively invest in growth and enhance capital efficiency, targeting cumulative growth investments of approximately 50.0 billion yen by FY2031 and an equity ratio in the 60% range.

KPI	2026/05（actual）	2031/05 target	2036/05 target
Net sales	104.3 billion yen	140.0 billion yen	200.0 billion yen
Operating profit	13.1 billion yen	19.5 billion yen	35.0 billion yen
Operating profit margin	12.6%	13.9%	17.5%
Profit	12.2 billion yen	15.5 billion yen	28.0 billion yen
ROE	7.2%	At Least 8%	At Least 10%

(Note) Figures for 2026/05 (actual) are rounded to the nearest 0.1 billion yen

4. Shareholder Return Policy

The Company will provide stable shareholder returns while maintaining a dividend on shareholders' equity ratio of at least 2.5% and targeting a dividend payout ratio of 35%.

In addition, the Company will carry out share repurchases as appropriate and aim for a total return ratio of 60% over the next five years.

For further details, please refer to the attached materials.

PASSION 2035

Long-Term Business Plan PASSION2035

Accelerating Growth Investment and Strengthening Equity Management

July 13, 2026
Sakata Seed Corporation

Long-Term Business Plan PASSION2035: Contents

1. Vision Under PASSION2035

To all Sakata Group stakeholders

We would like to extend our deepest gratitude to all Sakata Group stakeholders for your ongoing understanding and cooperation.

"Contributing to society through seeds" has been the Sakata Group's management philosophy since our founding, and based on this, we have developed businesses globally and achieved continuous growth. Currently, the business environment is facing a major turning point due to developments such as climate change, geopolitical risks, and technological advancements. Against this backdrop, the role of the Company has become even more important.

Under this recognition, the Group has formulated the PASSION2035 long-term business plan, covering the 10-year period starting in FY2627. Guided by the key statement, "Cultivating Tomorrow's Harvest with You," the Group will strive to propel the seed industry as the "world's most trusted partner" while creating value together with all stakeholders.

The plan sets targets of 200.0 billion yen in net sales with a 17.5% operating profit margin for the year ending May 2036, aiming to accelerate growth domestically and globally and enhance corporate value. Over the next five years, we will make a total of 50.0 billion yen in growth investments, not only in Japan but across the globe, focusing on strengthening our research and development, accelerating global development, and utilizing information technology (IT), digital transformation (DX), and artificial intelligence (AI) to improve our profitability and establish a foundation for sustainable growth. At the same time, we will put an even greater management emphasis on capital efficiency and work to increase return on capital by improving ROE, while bolstering shareholder returns.

The Group will continue to strive to meet the expectations of our shareholders while simultaneously contributing to society and the environment and enhancing corporate value. We ask for your continued support.

July 2026
Sakata Seed Corporation
Hiroshi Sakata Chairman & Representative Director
Tsutomu Kagami President & Representative Director

SAKATA

Cultivating Tomorrow’s Harvest with You

PASSION 2035

The Power of Seeds

“Cultivating”/“Harvest” represent our commitment to contributing to people and society through the power and value of plants

Trust

“With You” expresses our willingness to collaborate with our various stakeholders—including customers, business partners, consumers and employees—and to become a trusted partner through “Quality, Reliability and Service”

Innovation

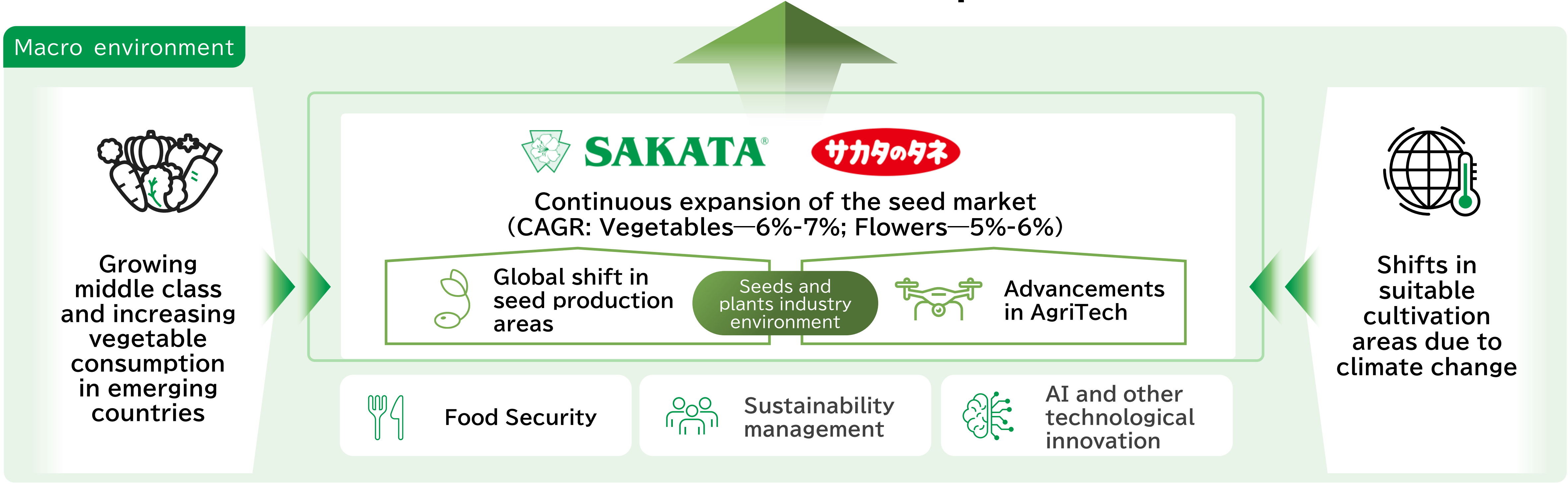
“Tomorrow’s Harvest” symbolizes our vision to maintain a sustainable agricultural and horticultural industry and environment while fostering innovations needed for the future

2. Ideal States and Targets

Value Creation Sakata Aims for

- Climate change and changing demographics are creating shifts in regions of production and consumption of vegetables and flowers that need to be addressed. In addition to expectations for the creation of new value using the latest agricultural technology (agritech), we are expected to create not only economic value but also social value and environmental value
- With markets becoming borderless and increasingly high-tech, the Sakata Group aims to create economic, environmental, and social value through our businesses by propelling the industry as the “world’s most trusted partner” for growers and other stakeholders
- By doing this, we will nourish the body and soul of people around the world through flowers and vegetables

Driving the evolution of the seed industry as the ”world’s most trusted partner”

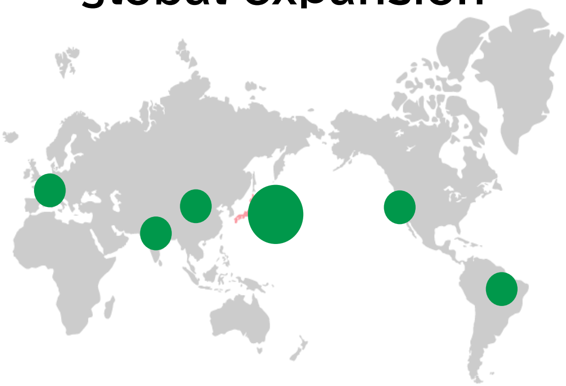


Position of PASSION2035

SAKATA

Previous long-term business plan	PASSION2035		Next long-term business plan
FY1516–FY2526	FY2627–FY3031	FY3132–FY3536	FY3637–
	Foundation-building phase	Value-creation phase	

Business growth through full-scale global expansion



Year ended May 2026

Net sales: 104.3 billion yen

Operating profit margin: 12.6%

- Building structure for creation of global synergies
- Proactive investment for growth
- Initiatives to raise capital efficiency

Demonstrating world-class value creation of global synergies

Net sales: 200.0 billion yen

Operating profit margin: 17.5%

Improvement in capital efficiency

Value creation through global synergies

Aiming for leading global position

Integrated Autonomy

Operating under a uniform framework of governance, strategies, and rules for the entire Sakata Group, Sakata's unique management style is to transfer authority to local regions, thereby facilitating speedy, autonomous "Genba*" decision-making and action that are close to markets

Global Integration		Regional Autonomy
Governance Ensuring solid governance and transparency	+	**Responsiveness** Avoiding multilayered decision-making processes
Standards Common global rules		**Market Decisions** "Genba*" decision-making close to markets
Strategy Consistent strategies and priorities		**Execution** Clarified decision-making responsibility

* "Genba" means being in the field, to get soil on your shoes and meet people face to face.

Ideal States in 2035

Through internal evolution with Integrated Autonomy as our core concept, we will become the world's most trusted company in seed industry, to achieve our key statement, "Cultivating Tomorrow's Harvest with You"

Society, environment — Cultivating Tomorrow's Harvest with You

Innovation
Innovation

By exploring knowledge and utilizing the leading-edge genetics, ignite global innovation to exceed customer expectations in agriculture and horticulture

Environmental and social responsibility (Sustainability)
Sustainability

Achieve sustainable development by integrating environmental and social responsibility into all business operations with mutual harmony of nature, society, and the Company

Industry — World's most trusted partner

Industry position
Top Customer Satisfaction

Be the leading global seed company by championing innovation and achieving top customer satisfaction in the vegetable and flower markets

Business partnerships
Reliable Partner

Be the reliable partner with suppliers and customers through innovative products, local market expertise and customer-focused services

Sakata Group — Integrated Autonomy

Global management/ Governance
Global Management/ Governance

Build a governance framework that balances integration of local responsiveness and global strategic alignment for optimal organizational growth

Corporate culture
Corporate Culture

Cultivate an innovative culture of global teamwork that transcends boundaries, fostering creativity and collaboration across all the organization through respect for diversity and a shared passion for excellence

KPIs and Numerical Targets

We aim to achieve the numerical targets with a plan for a total of 50.0 billion yen in growth investments over the five years to the year ending May 2031. We will also pursue proactive equity management to increase return on capital

● Five-year period to the year ending May 2031

Growth investment	Total plan for 50.0 billion yen	Equity ratio (most recently: 82.3%)	In the 60s

KPI	2026/05 (actual)	2031/05 target	2036/05 target
Net sales	104.3 billion yen	140.0 billion yen	200.0 billion yen
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Operating profit margin	12.6%	13.9%	17.5%
Profit	12.2 billion yen	15.5 billion yen	28.0 billion yen
ROE	7.2%	At least 8%	At least 10%

Exchange rates: 1USD = 150 yen, 1EUR = 160 yen

3. Financial Strategy and Initiatives to Enhance Corporate Value

Key Points in Financial Strategy and Initiatives to Enhance Corporate Value

Maintain investment levels necessary to support sales growth that outpaces market growth rates

- Invest at same level of past decade over next five years to build solid foundation for growth

Increase ROE

- Pursue business growth and financial strategies with the aim of ROE of at least the 8% level by 2031/05

Enhance financial leverage with retained safety

- Increase efficiency in inventories, cash and deposits on hand, etc. to limit required working capital
- Increase financial leverage using borrowings, etc. for fund procurement and through repurchase of own shares
- Aim to quickly achieve optimal equity ratio while fully taking into account safe equity ratio

Strengthen shareholder returns

- In terms of dividend return ratio, envision a dividend payout ratio of 35% while maintaining a dividend on shareholders' equity ratio of at least 2.5%
- Appropriately repurchase own shares, with total return ratio of 60% envisioned over next five years

Cash Allocation (Cumulative: 2027/05–2031/05)

SAKATA

- Investments at the same level as the past decade over the next five years for further business growth
- Strengthen shareholder returns to raise return on capital
- In addition to increased earnings from business growth, generate required funds by improving inventory turnover ratio, and increase financial leverage while maintaining strong financial health

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Leverage for capital investment and growth investment

Borrowings, etc.
Approx. **48.0** billion yen

Improvement in inventory turnover ratio

Operating CF
Approx. **88.0** billion yen

Working capital

OUT

Invest over five years the same aggregate amount invested over the past decade

Growth investment
(strategic investment, expansion investment)
Approx. **50.0** billion yen or higher
* of which, 12.0 billion yen is expenses

Investment to strengthen foundation
Approx. **30.0** billion yen

Shareholder returns
Approx. **38.0** billion yen or higher

Increase in working capital

Working capital

Growth investment (strategic investment, expansion investment)

Strategic investment: Discontinuous growth areas
E.g. Purchase of breeding programs, use of latest DX breeding, etc. ➡ Approx. 30%

Expansion investment: Expansion of existing businesses
E.g. Tropical market sales channels, R&D facility expansion, etc. ➡ Approx. 70%

Investment to strengthen foundation

E.g. Replacement of existing facilities and equipment as they age, disaster countermeasures, safety measures, introduction of decarbonization measures equipment, etc.

Shareholder returns

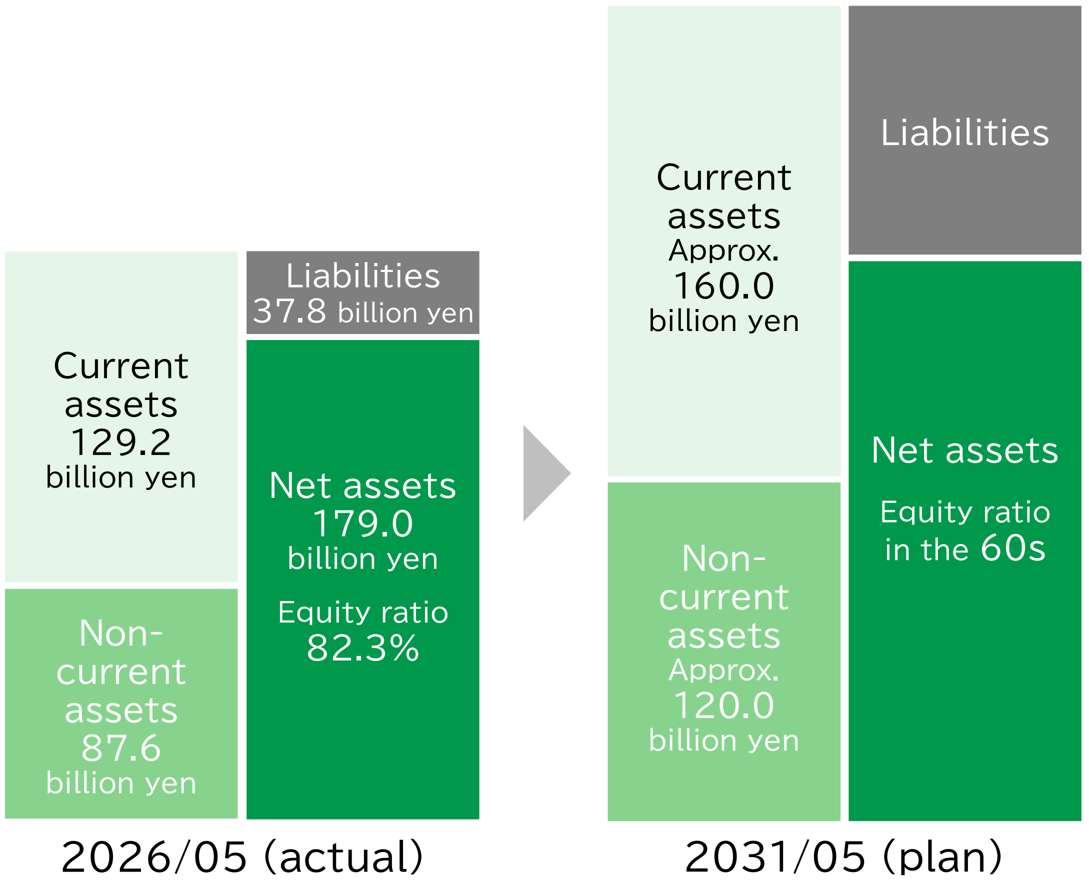
Target a total return ratio (aggregate) at 60% level to reach ROE of 8%

Working capital

Raise inventory turnover ratio and improve cash-to-monthly-sales ratio to limit increase in working capital resulting from business scale expansion

Enhanced Balance Sheet Management

- Consider sales of unnecessary assets while making growth investments
- Improve inventory and cash management to limit increase in working capital resulting from business scale expansion
- Increase financial leverage from current level while ensuring sufficient safety, to ensure optimal equity ratio



Current assets

- Improve inventory turnover ratio and cash-to-monthly-sales ratio

Non-current assets

- Proactive capital investment for earnings growth
- Consider sales of unnecessary assets
- Verify economic rationality of cross-shareholdings based on significance and cost of holding and reduce when not appropriate

Liabilities

- Use leverage to secure funds for growth investment while maintaining sound financial discipline (net debt as of May 2031)

Net assets

- Reduce equity through shareholder returns to achieve optimal capital composition

Approaching Optimal Equity Level

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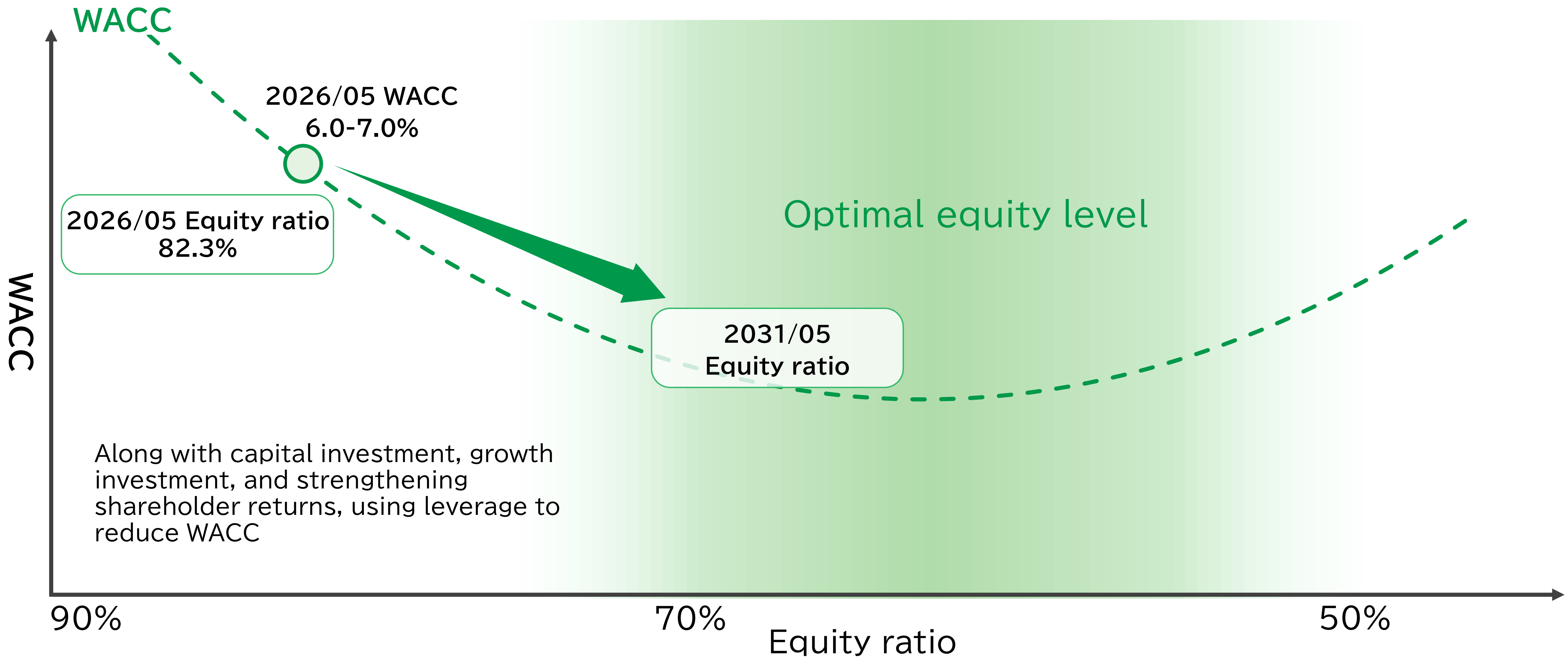
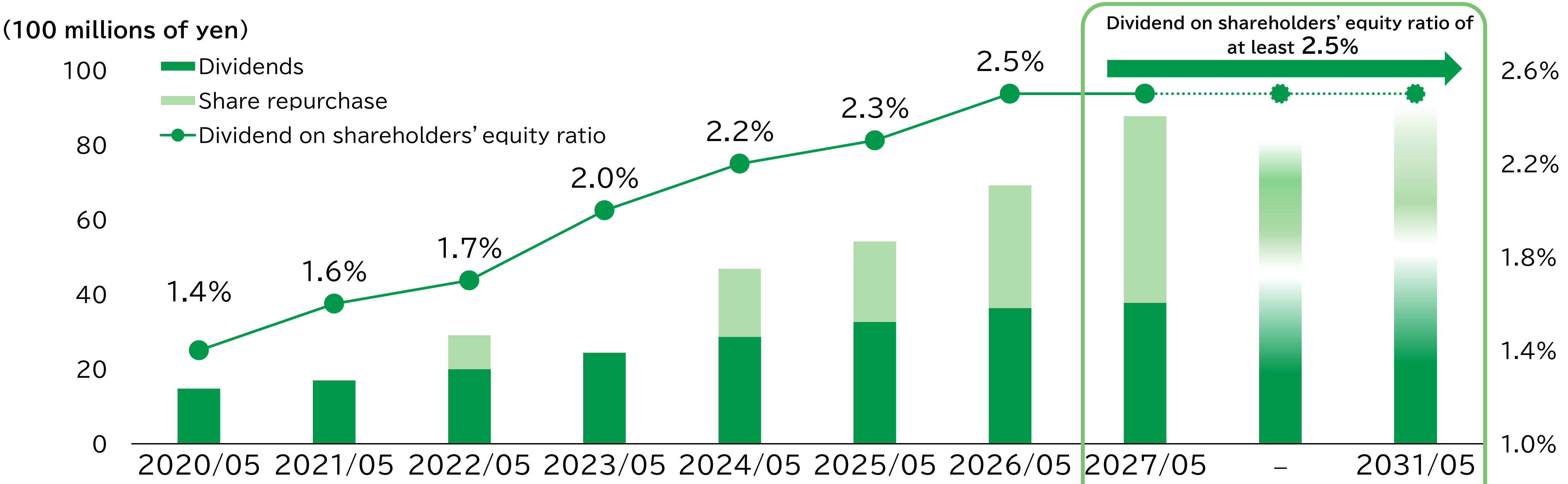
Along with capital investment, growth investment, and strengthening shareholder returns, we will use leverage to reduce WACC with the aim of reaching an optimal equity level over the medium to long term



Strengthening Shareholder Returns

- In terms of dividends, carry out stable shareholder returns with a dividend on shareholders' equity ratio of at least 2.5% and a benchmark dividend payout ratio of 35%
- In addition, to achieve ROE of 8%, implement flexible share repurchase with a benchmark total return ratio of 60% for the period from year ending May 2027 through year ending May 2031



	2020/05	2021/05	2022/05	2023/05	2024/05	2025/05	2026/05	2027/05	– 2031/05
Total return ratio	24.2%	22.2%	23.7%	25.7%	29.0%	55.8%	56.9%	88%	60%
Dividend payout ratio	24.2%	22.2%	16.3%	25.7%	17.8%	33.7%	29.9%	38%	35%

Own Share Repurchase Plan for the Year Ending May 2027

- With a view to achieving ROE of at least 8% by the year ending May 2031 and ensuring appropriate equity management, decided on a share repurchase plan for the year ending May 2027
- Through the repurchase of own shares up to 5.0 billion yen, expect the total return ratio for the year ending May 2027 to be 88%

Board of Directors resolution regarding the purchase of own shares for the year ending May 2027 (July 13, 2026)

Reason for repurchase	To enhance shareholder returns and improve capital efficiency
Class of share	Common shares
Total number of shares	1 million shares (upper limit) *Percentage of the total number of issued shares (42,336,255 shares, excluding treasury shares): 2.36%
Total acquisition price	5.0 billion yen (upper limit)
Acquisition period	August 3, 2026–May 28, 2027
Acquisition method	Market purchases, including off-auction own share repurchase transaction (ToSTNeT-3)

4. Basic Policies for Business and Functional Strategies

Overall Outline of Business and Functional Strategies

SAKATA

As concrete strategies for the achievement of PASSION2035, we have formulated strategies in the areas of “business,” “R&D” and “supply chain” as business infrastructure, “corporate” as a foundation for corporate activities, and “sustainability” that underlies all of these

Underlying all strategies
Sustainability

- The business itself supports sustainability
- Promotion on sustainability-focused initiatives
- Strengthen sustainability efforts in operations

Business strategy

Vegetable
- Developing strategic crops
- Expanding market share
- Management of product portfolio

Flower
- Rebuilding business foundation
- Management of product portfolio

Environment
- Increasing in market share for Green Service
- Building of stable earnings base
- Pursuing new business areas

Business Infrastructure strategy

R&D
- Adopting new technology
- Promoting global R&D collaboration

Supply chain
- Optimization of supply chain management
- Ensuring continued stable supply

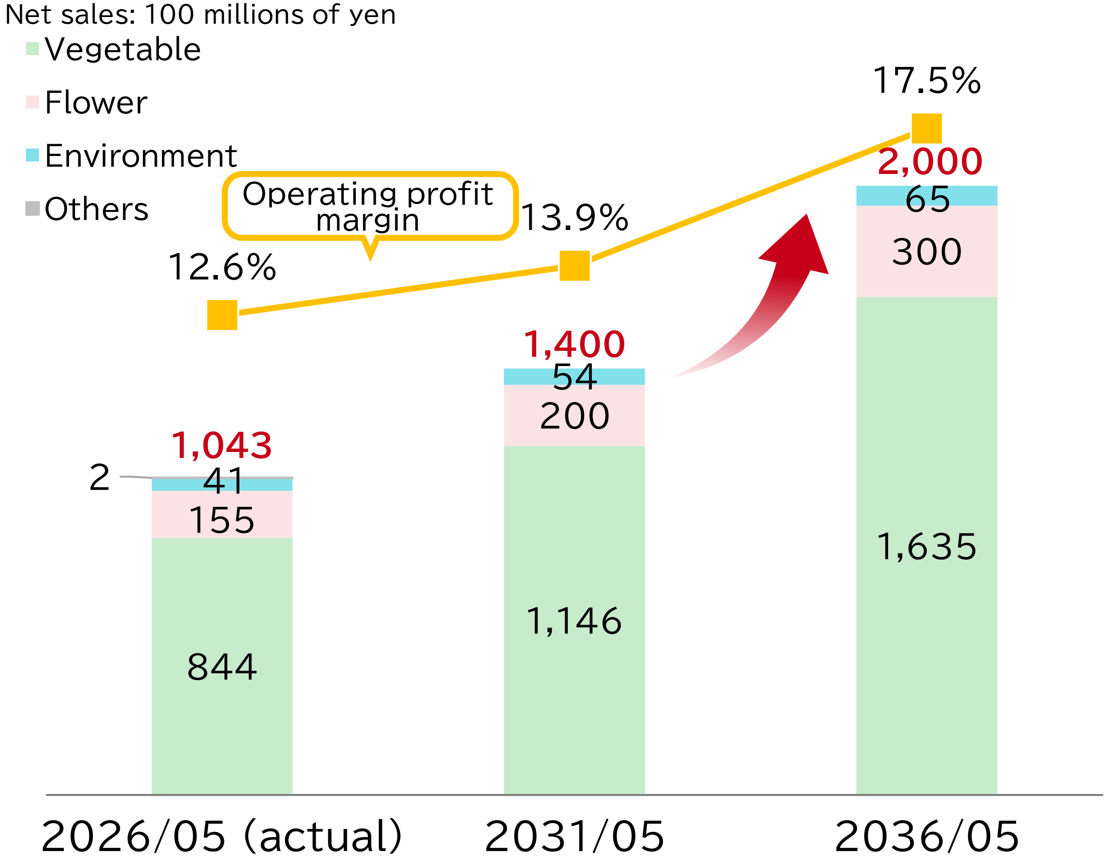
Corporate strategy

- Human resources
- IT/DX/AI
- Global management/ Governance
- Finance/ Accounting
- Intellectual property
- Corporate branding/ Communication

PASSION2035 Business Strategy

- Manage business results based on our three core business domains—Vegetable, Flower, and Environment—and strengthen each of them
- In addition to improving the product portfolio, strengthen global supply and demand management to raise the operating profit margin

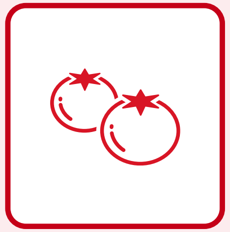
Sakata Group net sales and operating profit margin targets



Exchange rates: 1USD = 150 yen, 1EUR = 160 yen

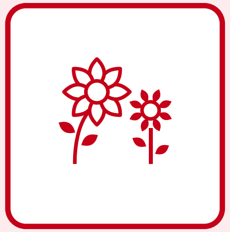
PASSION2035 Goals

(Net sales: 200.0 billion yen/Operating profit margin: 17.5%)



Vegetable business (163.5 billion yen)

- Develop products aligned with each local market features, focusing on global strategy crops, to create a balanced portfolio
- Aim to maximize provided value in Company-bred varieties by cooperating with downstream players to maximize added value across entire supply chains



Flower business (30.0 billion yen)

- Create one global team and build solid business foundation to become a comprehensive flower supplier

Environment business (6.5 billion yen)

- Expand existing landscaping & garden construction business
- Proactively address new businesses

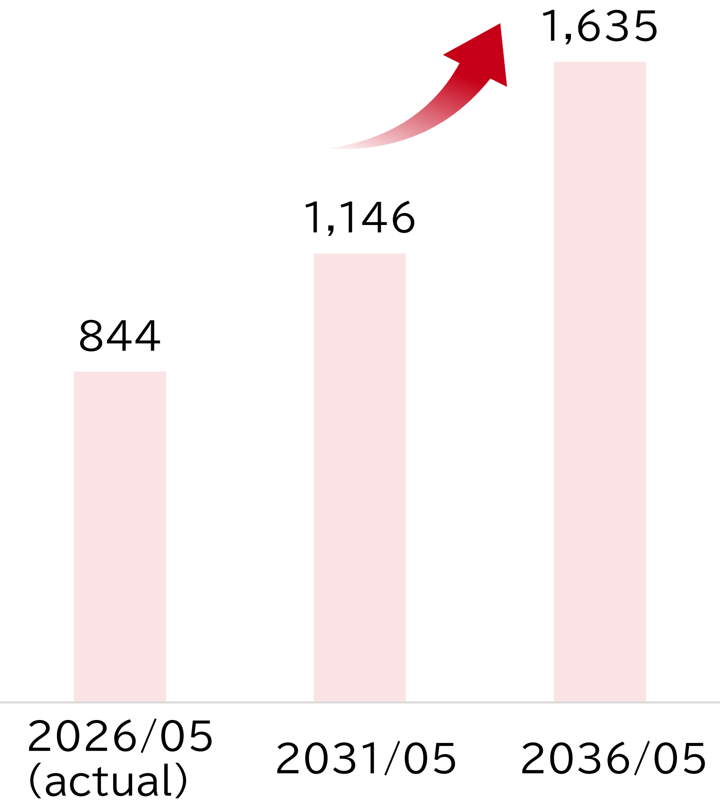
Business Strategy | Vegetable Business

SAKATA

In the vegetable business, we will globally address five themes of strategic crops, market share, product portfolio, pursuit of seed-originated value chain, and agri-support business, based on each local market features

Vegetable business net sales targets

(100 millions of yen)



Initiatives

Upstream → Downstream

Seed business

Developing strategic crops

- Focus Groupwide investment on strategic crops as a next pillar

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Expanding market share

- Develop low-share products with high potential
- Maintain high-share, key strategic crops

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Management of product portfolio

- Build a regionally balanced product portfolio to eliminate excessive dependence on current main products and varieties

→

Value chain approach

- Maximize value provided by the Company’s genetic resources throughout the value chain

Strengthening agri-support business

Enhance customer productivity and profitability through original products and services that support sustainable business growth

Business Strategy | Vegetable Business —Bundle Local Strengths and Accelerate Global Growth

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Initiatives	
Developing strategic crops	● Under a global strategy of determining strategic crops common to all regions, focusing on broccoli, tomatoes, and peppers while addressing local market features, strengthen genetic resources, breeding technologies, stable seed production, seed enhancement technologies, and product development and solution capabilities to enhance business competitiveness
Expanding market share	● Concentrate investment and focus on strengthening high-potential, low-share products, while maintaining high-share core products in North and Central America, South America, EMEA, and Asia ● Increase presence in Asia and Africa by expanding sales channels in emerging markets and in particular, strengthening product development for cross-region tropical markets
Management of product portfolio	● Identify three new products to become cores for sales in each region to reduce reliance on "cash cows." Globally manage to have a healthy portfolio in 5 and 10 years
Value chain approach	● Seize opportunities to add downstream value based on consumer and food chain trends and strengthen cooperation with downstream players to maximize value provided by the Company's genetic resources across entire value chain
Strengthening agri-support business	● Expand original products, focusing on Japan, in sustainable materials, smart agriculture, bio-stimulants, and regenerative agriculture. Use comprehensive cultivation support packages to increase profitability of vegetable growers, aiming to maximize value of the Company's genetic resources

Business Strategy | Flower Business

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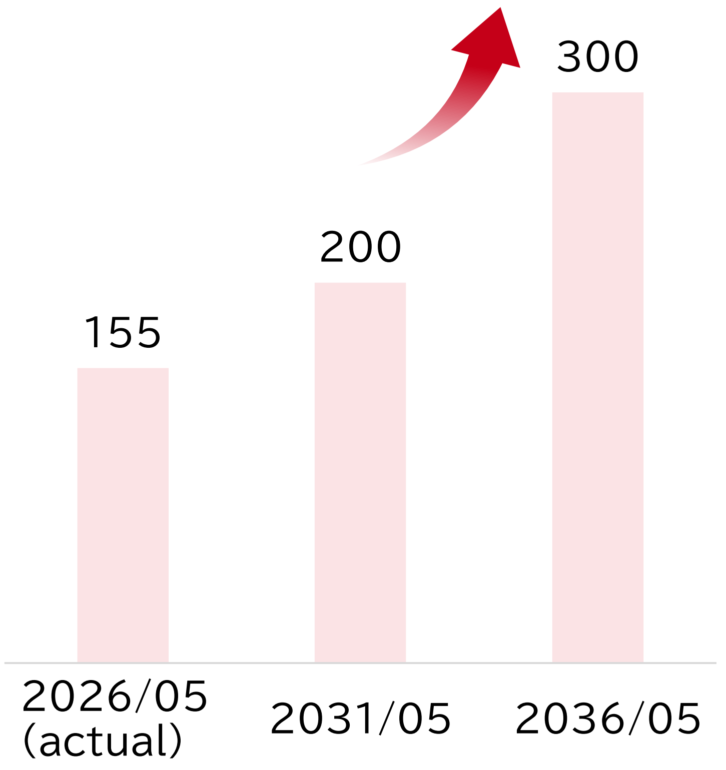
In the flower business, we will rebuild the business foundation, develop a marketing strategy, optimize the product portfolio, and strengthen business operations based on the “ONE HOUSE” concept of globally integrated flower business management

Flower business net sales targets

(100 millions of yen)



Initiatives

Aiming to become one of the world’s top three comprehensive flower suppliers by 2035

ONE HOUSE Global Flower Business

Rebuilding business foundation and developing marketing strategy

Global organizational management making it possible to formulate an integrated global marketing strategy

- **Global Flower Business Division**
  Business management and sales & marketing are major sections

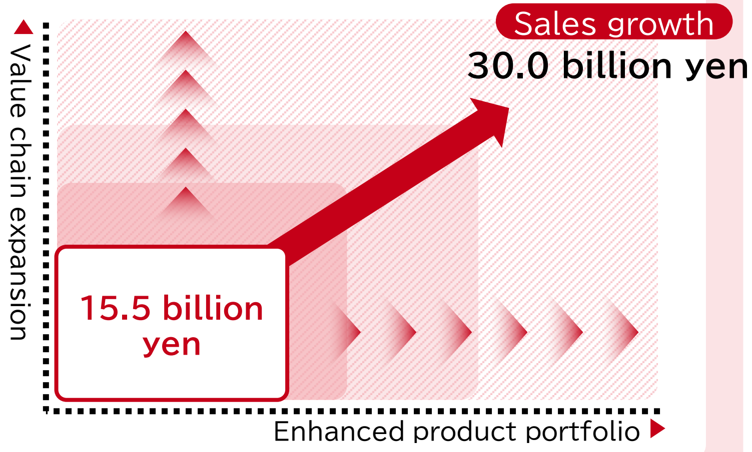
Business Management	Sales & Marketing
Cut flowers	Asia & Japan
Bedding plants	North and Central America
Vegetative propagated crops	Europe, Middle East, Africa
Supply	South America

- Develop global strategy
- Product management
- Enhance inventory management, optimize allocation

- Optimal sales activities for each region

Management of product portfolio and business operation

Simultaneously expand along both product portfolio and value chains to increase sales and profit and demonstrate presence



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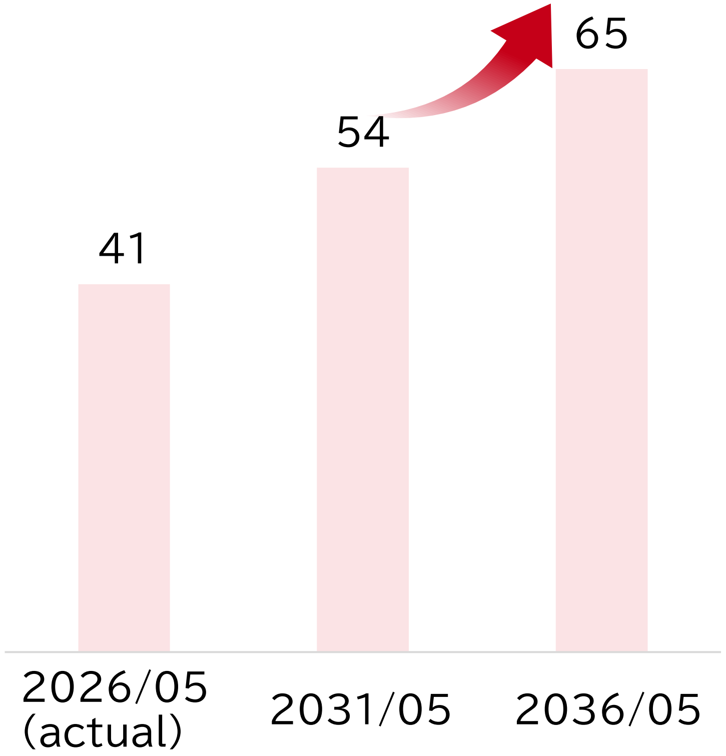
Business Strategy | Environment Business

In the environmental business, we will use the product development capabilities in ornamental crops and cultivation expertise of turf developed as a seed company and plants to contribute to the creation of comfortable urban environments and green spaces by creating scenery with landscaping and gardening

Environmental business net sales targets

(100 millions of yen)



Initiatives

Existing businesses (Mainly Japanese market)

Expand market share

- Use success at GREEN×EXPO 2027 and related opportunities to appeal to general retail consumers (shifting from providing things to offering value and experiences)
- Strengthen earnings through external growth and partnerships
- Increase orders for public works targeting greater Tokyo and nationwide development
- Elevate the Florascape®* brand to a business model

Build stable earnings structure

- In addition to landscaping, etc., expand the maintenance business to increase stable sales and profit

New businesses

Pursue new business areas

- Proactively enter new areas inside and outside Green Service business and seize environmental business opportunities
- Coordinate within the Sakata Group and leverage our strength in providing integrated services ranging from sales to design, installation and maintenance using our flowers, vegetables, trees and turf to establish a comprehensive business model and provide value to diverse customers

* Florascape® is Sakata's original term, combining "flora," meaning plants in general, and "scape," meaning scenery, to express the concept of landscaping that integrates flowers and greenery

SAKATA

R&D: Using “Integrated Autonomy” for original and efficient next-generation breeding

Based on the concept of Integrated Autonomy, which seeks to establish both autonomy in breeding rooted in local features and strengthened global competitiveness, we will increase originality, research effectiveness, and investment returns by proactively investing in expanding genetic resources, using new technologies, and bolstering R&D human resources

1 Developing unique & profitable varieties

- Use each region's breeding base's autonomy and “Sakata's uniqueness” as the starting point for creating original varieties that deliver value along the entire value chain from producers to consumers. Expand the pipeline for varieties that address climate change and tropical regions to differentiate our earnings base and increase added value

2 Adopting new technology

- Invest in strategic expansion of genetic resources and development of cutting-edge tools including new breeding technologies and AI prediction models, and implement them across regions to make integrated use of intellectual property rights and IT
- Integrate local autonomy and global efficiency to increase breeding speed and intellectual property value

3 Promoting global R&D capabilities

- Establish structure to supervise global strategy crops and open platform for exchanges of human resources and information
- Establish both local flexibility and global consistency based on the Integrated Autonomy concept, and continuously improve research investment efficiency

Business Infrastructure Strategy

SAKATA

Supply chain: Building global SCM foundation for both stable supplies and capital efficiency

In a business environment of increasing climate change and geopolitical risks, we will advance global supply chain management (SCM) to maximize the value of Sakata-bred varieties and continuously enhance our business competitiveness and capital efficiency

Optimization of supply chain management

- Build a supply chain management foundation organized along information platforms, global S&OP and inventory policies to facilitate decision-making and optimize supply and demand
- Reduce excess inventories and increase working capital efficiency, leading to a higher total asset turnover ratio

Achieve optimal and resilient operations

Ensuring continued stable supply

- Establish a global risk dispersion strategy and quality standards for strategic crops and provide stable supplies of high-quality seeds at an appropriate cost, in appropriate amounts, and with appropriate timing
- Control opportunity loss and waste loss to establish profitability and asset efficiency

Establish stable supplies, reliability, customer satisfaction, and asset efficiency

Accelerating advancement

- Use AI, image analysis, high-throughput screening (HTS), robotics, next-generation seed processing, etc., to improve the speed, accuracy, and cost efficiency of supply chains
- Increase ability to generate sales from Sakata-bred varieties to contribute to the ongoing enhancement of capital efficiency

Build next-generation supply chains that maximize value of varieties

Corporate Strategy

At corporate divisions, we will work across the Group in the areas of human resources, branding, IT/DX/AI, intellectual property, finance and accounting, and corporate governance to build a foundation that will drive Integrated Autonomy

IT/DX/AI

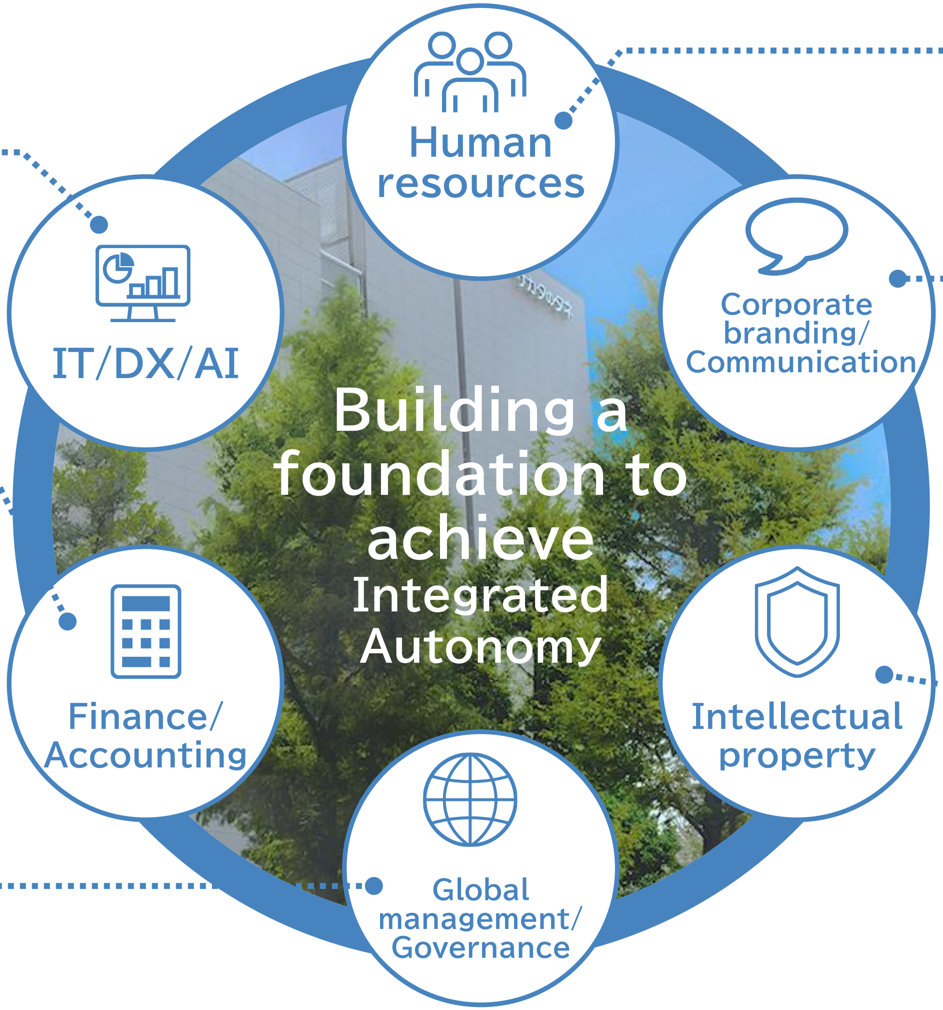
1. Adaptive IT Governance & Digital Trust
2. Data & AI-Augmented Decisions
3. Seamless Collaboration and Workstyle Evolution through DX

Finance/Accounting

1. Visualization of financial information
2. Development of Group accounting framework
3. Formulating financial strategy

Global management/ Governance

1. Global leadership
2. Global balanced management
3. Governance and compliance



Human resources

1. Enhancing employee engagement
2. Diversity and globalization
3. Continuous human resource development and retention

Corporate branding/ Communication

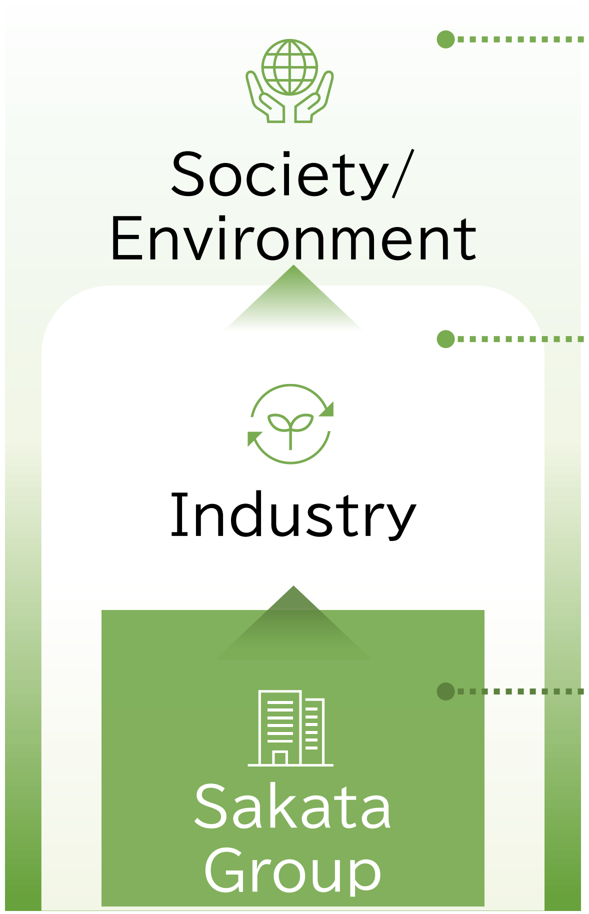
1. Globally consistent brand strategy
2. Building corporate culture that promotes challenges and innovation
3. Strengthening stakeholder communication based on a unified brand

Intellectual property

1. Formulating and executing strong intellectual property strategy
2. Enhancing intellectual property literacy among all employees
3. Strengthening global intellectual property team

Sustainability Strategy

Realize sustainable enhancement of corporate value by contributing to sustainable agriculture and strengthening a responsible management foundation, based on the preservation of natural capital on which our business depends



Society/Environment Protecting the natural capital that supports our business

- Protecting and managing water, soil, and biodiversity
- Addressing natural capital to support business continuity

Industry Contributing to sustainable agriculture

- Providing climate-resilient varieties and services
- Proposing the utilization of agri-tech solutions
- Contributing to agricultural productivity and stable supply
- Coexisting with local communities

Sakata Group Strengthening a sustainable management foundation

- Strengthening human rights and supply chain management
- Strengthening anti-corruption and compliance
- Enhancing sustainability disclosure

Attention Regarding Forecasts

This presentation document includes descriptions and materials on forecasts regarding performance, strategies and business plans of Sakata Seed Corporation.

Those descriptions and materials are the Company’s estimates based on information available at the time of announcement, not facts in the past.

Also, they include potential risks and uncertain elements such as economic circumstances, conditions of competition with other companies, and foreign exchange rates. Therefore, please acknowledge that the Company’s actual performance, business development or financial conditions may turn out very different to the forecasts given herein due to various economic, social and political factors, including economic circumstances, competition in the industry, market demand and foreign exchange rates in the future.

Please refer to the annual securities report, the summary of consolidated earnings report and the like for details on general uncertainty and fluctuating elements.

PASSION in Seed

People	人々
Ambition	野心
Sincerity	誠意
Smile	笑顔
Innovation	革新
Optimism	プラス思考
Never give up	不屈の精神

Note : This document has been translated from 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.