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 4914)
June 2, 2020

To Shareholders with Voting Rights:

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

NOTICE OF THE 94TH ANNUAL GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

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

You are hereby informed that the 94th Annual General Meeting of Shareholders of TAKASAGO INTERNATIONAL CORPORATION (the "Company," with its subsidiaries, the "Group") will be held for the purposes as described below.

Recently, in order to prevent the spread of the new coronavirus infection, the government and prefectural governors strongly request us to refrain from going out. In response to this situation, as a result of careful consideration, the Company has decided to hold the General Meeting of Shareholders after implementing appropriate infection prevention measures.

In light of the strong demand for refraining from going out and the prevention of spreading the infection, we request you to exercise your voting rights in advance as much as possible in writing or via the Internet, etc., and strongly encourage you to refrain from attending the General Meeting of Shareholders, regardless of your health conditions. Please note that no gift will be provided.

Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:30 p.m. on Tuesday, June 23, 2020, Japan time.

[Exercise of voting rights by postal mail]
Please indicate your vote for or against the proposals on the enclosed Voting Rights Exercise Form and return it so that it is received by the above deadline.

[Exercise of voting rights via electromagnetic means (the Internet, etc.)]
Please enter your vote for or against the proposals upon reviewing the "Guide to the Exercise of Voting Rights" (in Japanese, on page 46) provided as follows.

1. **Date and Time:** Wednesday, June 24, 2020 at 10:00 a.m. Japan time
2. **Place:** Nissay Aroma Square 17th floor
   Conference room of the Corporate Headquarters, located at
   5-37-1, Kamata, Ota-ku, Tokyo, JAPAN
   (Please refer to Access Map at the end of this notice to the venue of the Meeting.)
   This year, in order to prevent the spread of the infection, the number of seats available will be reduced significantly from the average year to allow for vacant space between seats. We would appreciate your understanding and cooperation.
3. **Meeting Agenda:**
   Matters to be reported:
   (1) The Business Report, Consolidated Financial Statements for the Company's 94th Fiscal Year (April 1, 2019 - March 31, 2020) and results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
   (2) Non-consolidated Financial Statements for the Company's 94th Fiscal Year

(April 1, 2019 - March 31, 2020)

Proposals to be resolved:

Proposal 1: Dividends of Surplus
Proposal 2: Election of ten (10) Directors
Proposal 3: Election of two (2) Audit & Supervisory Board Members

4. Decisions concerning Convocation

(1) If you do not indicate your vote for or against each proposal on the Voting Rights Exercise Form (or abstain from voting), you will be deemed to have approved the relevant proposal(s).

(2) Treatment of multiple exercises of voting rights

1) If you exercise your voting rights both in writing and via the Internet, the vote via the Internet will be deemed valid.

2) If you exercise your voting rights more than once via the Internet, the final vote will be deemed valid.

5. Others related to this Notice

(1) Of the documents to be listed in this notice, the following items are posted in "Matters Disclosed on the Internet related to the Notice of the 94th Annual General Meeting of Shareholders" on the Company's website (https://www.takasago.com/ja/ir/) (in Japanese), pursuant to the relevant laws and regulations and the Articles of Incorporation, and are therefore not included in the attachments.

1) Consolidated Statements of Changes in Net Assets
2) Notes to the Consolidated Financial Statements
3) Statements of Changes in Net Assets
4) Notes to the Non-consolidated Financial Statements

The Consolidated Financial Statements and Non-consolidated Financial Statements audited by the Audit & Supervisory Board Members and the Accounting Auditor consist of the documents provided in the attachments of this Notice as well as items posted on the Company's website mentioned above.

(2) Should the Reference Documents for the General Meeting of Shareholders and the attachments require revisions, they will be posted on the Company's website (https://www.takasago.com/ja/ir/) (in Japanese).

<Request to Shareholders>

◎ The measure noted above may revise before the General Meeting of Shareholders, depending on situations such as the spread of infection and announcements, etc. by the government, etc. Please check the information posted on the Company's website (https://www.takasago.com/ja/ir/) (in Japanese) via the Internet.

◎ Exercising your voting rights using the Voting Rights Exercise Form will pose a risk of the infection during the process of returning it or counting votes. Therefore, when exercising your voting rights in advance, we request you to exercise your voting rights as much as possible via the Internet, etc.

◎ Alcohol-based disinfectants will be installed near the reception of the venue for shareholders. When attending the Meeting, please bring and wear masks.

◎ We ask you to take your temperature near the entrance of the venue. Should you have a fever, we may ask you to refrain from entering the venue and go back home.

◎ The operation staff of the Meeting will wear masks while on duty after taking their temperature and confirming their health conditions.

◎ In light of shortening the time of the General Meeting of Shareholders to prevent the spread of the new coronavirus infection, we will omit the detailed explanation of matters to be reported (including the audit report) and proposals. For shareholders attending the Meeting, please look over in advance the Notice of the 94th Annual General Meeting of Shareholders.

Proposals and References

Proposal 1:	Dividends of Surplus	Page 3
Proposal 2:	Election of ten (10) Directors	Page 4
Proposal 3:	Election of two (2) Audit & Supervisory Board Members	Page 10

Proposal 1: Dividends of Surplus

Although the surrounding business environment remains harsh, the Company will strive to maintain a stable dividend in line with its basic policy to return profits appropriately to its shareholders while expanding its business earnings and strengthening its management base from a long-term perspective as a global company. The Company proposes that the dividend for the term-end of the fiscal year under review be ¥40 per share consisting of an ordinary dividend of ¥25 per share and a commemorative dividend of ¥15 per share to celebrate our 100th anniversary in February this year. As a result, the full-year dividend for the fiscal year under review including the interim dividend will be ¥65 per share.

(1) Type of dividend property
Cash

(2) Matters concerning the allotment of dividend property to shareholders and the total amount
Amount per common stock: **¥40 (**Ordinary dividend: ¥25, Commemorative dividend: ¥15**)**
Total amount: **¥784,172,960**

(3) Effective date of dividends of surplus
Thursday, June 25, 2020

Proposal 2: Election of 10 Directors

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

The candidates are as follows:

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

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Past experience, positions, assignments
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">1</td><td>Satoshi Masumura
(October 20, 1958)

[Reappointment]</td><td>April 1983 Joined the Company
April 2008 General Manager, Flavor Laboratory, Corporate Research & Development Division
July 2012 Vice President; General Manager, Corporate Research & Development Division
June 2013 Director; Senior Vice President; General Manager, Corporate Research & Development Division
May 2014 President and Chief Executive Officer; General Manager, Corporate Research & Development Division and General Manager, EHS Headquarters
June 2014 President, Takasago West Japan Co., Ltd.
June 2016 President and Chief Executive Officer; General Manager, EHS Headquarters; Supervisor for Human Resources & General Affairs Division
June 2017 President and Chief Executive Officer; General Manager, EHS Headquarters; Supervisor for Human Resources & General Affairs Division and Audit & Inspection Department
June 2018 President and Chief Executive Officer; General Manager, EHS Headquarters (to present)</td><td>8,404</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Mr. Satoshi Masumura has years of operational experience mainly in the research and development division and has served in prominent positions as a manager in the said division. Having been involved in the management of the Company as a Director since June 2013, and as President and Chief Executive Officer since May 2014, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.</td></tr>
<tr><td rowspan="2">2</td><td>Ryoji Noyori
(September 3, 1938)

[Reappointment]
[External Director]
[Independent Officer]</td><td>August 1972 Professor, School of Science, Nagoya University
January 1997 Dean, Graduate School of Science and School of Science, Nagoya University (concurrently served)
June 2001 Director, the Company (to present)
December 2001 Received the Nobel Prize in Chemistry
October 2003 Designated Professor, Nagoya University
October 2003 President, RIKEN, an incorporated administrative agency
October 2004 Distinguished Professor, Nagoya University (to present)
June 2015 Director-General, Center for Research and Development Strategy, Japan Science and Technology Agency, a national research and development agency (to present)
June 2015 Outside Director, Toray Industries, Inc. (to present)
[Significant concurrent positions]
・Outside Director, Toray Industries, Inc.</td><td>2,000</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for External Director]
As an expert in organic synthetic chemistry, Mr. Ryoji Noyori has long been engaged in research activities and has experience in organization management after having served in prominent positions at research institutions. The Company believes that his objective advice based on his experience and knowledge as a researcher will enhance the Company's business competitiveness and corporate value. Although he has no experience of being directly engaged in corporate management except as an External Director, he has been involved in the management of the Company as an External Director since June 2001. Accordingly, the Company believes that he is qualified to properly fulfill the responsibility of an External Director, and requests that he be reelected.</td></tr>
</table>

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Past experience, positions, assignments
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">3</td><td>Hisaya Fujiwara
(September 5, 1955)

[Reappointment]</td><td>April 1980 Joined the Company
April 2003 Representative Director, Takasago Europe Perfumery Laboratory S.A.R.L.
June 2006 General Manager, Purchasing Raw Materials Department, the Company
April 2009 General Manager, Accounting Department and General Manager, Purchasing Department
July 2010 General Manager, Fragrances Division
June 2012 Vice President; General Manager, Fragrances & Aroma Chemicals Division
October 2012 President, Takasago International Corp. (U.S.A.)
June 2014 Director; Senior Vice President, the Company
June 2017 Director; Senior Vice President; Supervisor for Fragrances & Aroma Ingredients Division, the Company
January 2020 Director; Senior Vice President; Supervisor for Fragrances & Aroma Ingredients Division, supervisor for the Americas Region, the Company (transferred to Takasago International Corporation [U.S.A.]) (to present)</td><td>3,500</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Mr. Hisaya Fujiwara has years of operational experience mainly in the fragrances division and has served in prominent positions as a manager of overseas subsidiaries. Having been involved in the management of the Company as a Director since June 2014, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.</td></tr>
<tr><td rowspan="2">4</td><td>Tatsuya Yamagata
(July 27, 1963)

[Reappointment]</td><td>April 1986 Joined the Company
April 2003 President, Takasago Europe Gmbh
July 2008 General Manager, Flavors GSPC Office, Global Management Headquarter and General Manager, Coffee Business Promotion Department, Flavors Division, the Company
July 2010 President, Shanghai Takasago-Union Fragrances & Flavors Co., Ltd.
June 2013 Vice President, the Company
July 2014 Vice President; Associate General Manager, Corporate Strategy & Planning Division
June 2015 Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division and Associate General Manager, EHS Headquarters
June 2016 Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division and Associate General Manager, EHS Headquarters and General Manager, Corporate Strategy & Planning Department and General Manager, Corporate Quality Assurance Headquarter; Supervisor for Information System Department and Quality Assurance Department
June 2017 President, Takasago International Inc. (to present)
June 2018 Director; Senior Vice President; General Manager, Global Integration Headquarters and Associate General Manager, EHS Headquarters and General Manager, Corporate Quality Assurance Headquarter; Supervisor for Information System Department and Quality Assurance Department (to present)
[Significant concurrent positions]
・President, Takasago International Inc.</td><td>5,013</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Mr. Tatsuya Yamagata has years of operational experience mainly in the flavors division and has served in prominent positions as a manager in the administrative division as well as at overseas subsidiaries. Having been involved in the management of the Company as a Director since June 2015, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.</td></tr>
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<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Past experience, positions, assignments
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">5</td><td>Kenichi Somekawa
(November 3, 1964)

[Reappointment]</td><td>April 1987 Joined the Company
April 2003 General Manager, Fourth Flavors Sales Department
July 2008 President, Takasago Europe Gmbh
June 2013 Vice President, the Company
June 2014 Vice President; Associate General Manager, Flavors Division
June 2015 President, Takasago Food Products Co., Ltd.
June 2015 Director; Senior Vice President; General Manager, Flavors Division; Supervisor for Branch Offices, the Company (to present)</td><td>5,013</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Mr. Kenichi Somekawa has years of operational experience mainly in the flavors division and has served in prominent positions as a manager of subsidiaries in Japan and overseas. Having been involved in the management of the Company as a Director since June 2015, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.</td></tr>
<tr><td rowspan="2">6</td><td>Fumihiro Yanaka
(January 19, 1962)

[Reappointment]</td><td>April 1984 Joined the Company
April 2005 General Manager, Second Department, Flavor Laboratory
April 2008 Director, Takasago International (Singapore) Pte. Ltd.
July 2012 General Manager, Flavor Laboratory, the Company
June 2014 Vice President
June 2016 Director; Senior Vice President; General Manager, Corporate Research & Development Division
June 2017 Director; Senior Vice President; General Manager, Corporate Research & Development Division; Executive Director, Analytical Technology Research Laboratory; Supervisor for Fine Chemicals Division
April 2019 Director; Senior Vice President; General Manager, Corporate Research & Development Division; Supervisor for Fine Chemicals Division (to present)</td><td>7,613</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for Director]
Mr. Fumihiro Yanaka has years of operational experience mainly in the research and development division and has served in prominent positions as a manager of the said division including at overseas bases. Having been involved in the management of the Company as a Director since June 2016, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.</td></tr>
<tr><td rowspan="2">7</td><td>Komei Matsuda
(October 14, 1964)

[Reappointment]
[External Director]
[Independent Officer]</td><td>April 1993 Registered as an Attorney-at-law (45th term)
April 1997 Established Matsuda Sogo Law Office
October 2006 Partner Attorney, Risolute Law Office
April 2008 Lecturer, Law School, Keio University
April 2011 Practicing-attorney-professor for civil advocacy, Legal Training and Research Institute, Supreme Court
April 2016 Lecturer, Law School, Seikei University
June 2017 Director, the Company (to present)
January 2020 Partner Attorney, Toranomon Daiichi Law Office (to present)
[Significant concurrent positions]
・Partner Attorney, Toranomon Daiichi Law Office</td><td>0</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for External Director]
As a legal professional, Mr. Komei Matsuda, has extensive knowledge of laws related to corporate activities through years of operational experience in the field of corporate legal affairs. The Company believes that his objective advice based on his experience and knowledge as a legal professional is highly valuable for the Company to ensure transparency and improve management oversight. Although he has no experience of being directly engaged in corporate management except as an External Director, he has been involved in the management of the Company as an External Director since June 2017. Accordingly, the Company believes that he is qualified to properly fulfill the responsibility as an External Director, and requests that he be reelected.</td></tr>
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<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th colspan="2">Past experience, positions, assignments
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">8</td><td>Naoki Mizuno
(July 24, 1961)

[Reappointment]</td><td>February 1985
April 2007
June 2014

July 2015

June 2016

June 2017
June 2018

April 2020</td><td>Joined the Company
General Manager, Fragrances Sales Department
Vice President; Associate General Manager, Fragrances & Aroma Chemicals Division; General Manager, Fragrances Marketing Department
Vice President; Associate General Manager, Fragrances & Aroma Ingredients Division; General Manager, Fragrances Sales Department
Vice President; General Manager, Fragrances & Aroma Ingredients Division
President, Takasago Aromas Co., Ltd.
Director; Senior Vice President; General Manager, Procurement Division; Supervisor for Production Division
Director; Senior Vice President; General Manager, Procurement Division; General Manager, Supply Chain Division; Supervisor for Production Division (to present)</td><td>4,578</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Naoki Mizuno has years of operational experience mainly in the fragrances division and has served in prominent positions as a manager of the said division. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.</td></tr>
<tr><td rowspan="2">9</td><td>Hirokazu Isono
(October 24, 1961)

[Reappointment]</td><td>April 1985
April 2004
June 2006
July 2008

July 2013

July 2014

June 2016

June 2018</td><td>Joined the Company
Associate General Manager, Fragrances Sales Department
General Manager, Administration Department
Executive Vice President, Takasago International Corporation (U.S.A.)
General Manager, Human Resources & General Affairs Department; Director, Global Human Resources Office
Associate General Manager, Human Resources & General Affairs Division
Vice President; General Manager, Human Resources & General Affairs Division
Director; Senior Vice President; General Manager, Human Resources & General Affairs Division; General Manager, Human Resources & General Affairs Department; Director, Global Human Resources Office (to present)</td><td>3,735</td></tr>
<tr><td colspan="4">[Reason for nomination as candidate for Director]
Mr. Hirokazu Isono has years of operational experience mainly in the fragrances division and has served in prominent positions as a manager of the administrative division, including at overseas bases of the said division. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Director, and requests that he be reelected.</td></tr>
</table>

No.	Name (Date of birth)	Past experience, positions, assignments and significant concurrent positions	Number of shares of the Company held
10	Shigeki Kawabata (July 21, 1962) [Reappointment]	April 1985 Joined The Mitsubishi Bank, Ltd. August 2004 Chief Manager, Corporate Banking Business Promotion Division No. 2, The Bank of Tokyo-Mitsubishi, Ltd. January 2006 Chief Manager, Finance & Strategic Advisory Office, Corporate Banking Business Promotion Division No. 2, The Bank of Tokyo-Mitsubishi UFJ, Ltd. June 2006 General Manager, Hirabari Corporate Banking Office April 2008 Associate General Manager, Corporate Banking Business Promotion Division April 2011 General Manager, Transaction Banking Division May 2013 General Manager, Credit Examination Office, Internal Audit & Credit Examination Division June 2014 Full-time Audit & Supervisory Board Member, the Company June 2017 Vice President; General Manager, Legal & Intellectual Property Division; Supervisor for Audit & Inspection Department June 2018 Director; Senior Vice President; General Manager, Corporate Strategy & Planning Division; General Manager, Corporate Strategy & Planning Department; General Manager, Legal & Intellectual Property Division; Supervisor for Audit & Inspection Department (to present)	4,485
	[Reason for nomination as candidate for Director] Mr. Shigeki Kawabata has years of operational experience in the finance division and has served in prominent positions as a manager in the corporate and administrative divisions. Having been involved in the management of the Company as a Director since June 2018, he has properly executed his duties. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company's Director, and requests that he be reelected.		

(Notes)

1. There are no special interests between the candidates and the Company.
2. Candidates for External Directors:
   Messrs. Ryoji Noyori and Komei Matsuda are candidates for External Directors. Mr. Ryoji Noyori will have served as a Director of the Company for nineteen (19) years at the conclusion of this General Meeting of Shareholders. Mr. Komei Matsuda will have served as an External Director of the Company for three (3) years at the conclusion of this General Meeting of Shareholders.
3. Relationship with companies where significant concurrent positions are held:
   Mr. Ryoji Noyori concurrently serves as an Outside Director of Toray Industries, Inc. There are no special relationships between Toray Industries, Inc. and the Company.
   Mr. Komei Matsuda concurrently serves as a Partner Attorney of Toranomon Daiichi Law Office. The Company has entered into an advisory agreement with another attorney of Toranomon Daiichi Law Office, of which Mr. Komei Matsuda is one of the members. Total transaction amounts between Toranomon Daiichi Law Office and the Company for the 94th fiscal year was ¥2 million.
4. Limited liability agreement:
   The Company has entered into agreements with Messrs. Ryoji Noyori and Komei Matsuda to limit their liability pursuant to Article 423 Paragraph 1 of the Companies Act. The maximum amount of liability for damages under this agreement is the minimum amount of liability stipulated in Article 425 Paragraph 1 of the Companies Act. If their reelection is approved, the Company intends to extend the aforementioned limited liability agreement with them.
5. Candidates for Independent Officers:
   Messrs. Ryoji Noyori and Komei Matsuda are candidates for Independent Officers in accordance with the provisions of the Tokyo Stock Exchange, Inc.

Proposal 3: **Election of 2** Audit & Supervisory Board Members

The terms of office of current Audit & Supervisory Board Members, Messrs. Kazukiyo Onishi and Yasuo Nakae, will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the election of two (2) Audit & Supervisory Board Members is proposed.

The candidates are as follows. The Audit & Supervisory Board has given its consent to this proposal.

No.	Name (Date of birth)	Past experience, positions and significant concurrent positions		Number of shares of the Company held
1	Akira Ono (March 21, 1960) [New appointment] [External Audit & Supervisory Board Member] [Independent Officer]	April 1983 July 1999 July 2001 July 2003 July 2004 July 2005 July 2007 July 2008 July 2010 September 2011 September 2012 January 2014 December 2019	Joined the Ministry of Finance Deputy Commissioner of Second Taxation Department of the Osaka National Tax Agency Deputy Commissioner of Revenue Management and Collection of the Tokyo National Tax Agency Director of the Policy Evaluation Office, Management and Co-ordination Division, Minister's Secretariat, the Ministry of Finance Director of the Tobacco and Salt Industries Office, Co-ordination Division, Financial Bureau, the Ministry of Finance Director of the Policy Co-ordination for National Property Management Division, Financial Bureau, the Ministry of Finance Director of the Treasury Division, Financial Bureau, the Ministry of Finance Visiting researcher of the Columbia University Director of the Sixth Division, Committees Department, Secretariat of the House of Councilors Chief Investigator of the Third Special Investigation Office, Secretariat of the House of Councilors Chief Investigator of the Investigation Office, Committee on Internal Affairs and Communications, Secretariat of the House of Councilors Director of the Investigation Office, Committee on Internal Affairs and Communications, Secretariat of the House of Councilors Retired from the Secretariat of the House of Councilors	0
	[Reason for nomination as candidate for External Audit & Supervisory Board Member] Mr. Akira Ono has expertise in finance and tax administration, and has a wealth of experience mainly in administrative bodies. He is deemed to be qualified as a candidate for External Audit & Supervisory Board Member of the Company since he is expected to audit the execution of duties by Directors from an objective standpoint based on his expertise and wealth of experience. Although he has no experience of being directly engaged in corporate management, the Company, for this reason, believes that he is qualified to properly fulfill the responsibility as an External Audit & Supervisory Board Member, and requests that he be elected.			

<table>
<tr><th>No.</th><th>Name
(Date of birth)</th><th>Past experience, positions
and significant concurrent positions</th><th>Number of shares of the Company held</th></tr>
<tr><td rowspan="2">2</td><td>Yasuo Nakae
(June 11, 1947)

[Reappointment]
[External Audit & Supervisory Board Member]
[Independent Officer]</td><td>April 1970 Joined Marubeni-Iida Co., Ltd. (currently Marubeni Corporation)
September 1987 Joined Nakae Sangyo Co., Ltd.
May 1990 Director, Nakae Sangyo Co., Ltd.
May 1992 Managing Director, Nakae Sangyo Co., Ltd.
December 1994 Representative Director and Senior Managing Director, Nakae Sangyo Co., Ltd.
April 1995 Representative Director and President, Nakae Sangyo Co., Ltd. (to present)
June 1997 Audit & Supervisory Board Member, the Company (to present)
[Significant concurrent positions]
・Representative Director and President, Nakae Sangyo Co., Ltd.</td><td>586</td></tr>
<tr><td colspan="3">[Reason for nomination as candidate for External Audit & Supervisory Board Member]
Mr. Yasuo Nakae has a wealth of experience and a wide range of insights on the overall management of business corporations as a manager of a business corporation. Having been involved in the Company as an External Audit & Supervisory Board Member since June 1997, he has audited the execution of duties by Directors from an objective standpoint based on his experience and insights as a manager of the business corporation. The Company, for this reason, believes that he is qualified to successfully fulfill the responsibility as the Company’s Audit & Supervisory Board Member, and requests that he be reelected.</td></tr>
</table>

(Notes)

1. There are no special interests between the candidates and the Company.
2. Candidates for External Audit & Supervisory Board Members:
   Messrs. Akira Ono and Yasuo Nakae are candidates for External Audit & Supervisory Board Members. Mr. Yasuo Nakae will have served as an External Audit & Supervisory Board Member of the Company for twenty-three (23) years at the conclusion of this General Meeting of Shareholders.
3. Relationship with companies where significant concurrent positions are held:
   Mr. Yasuo Nakae concurrently serves as a Representative Director and President of Nakae Sangyo Co., Ltd. Nakae Sangyo Co., Ltd. is a major shareholder of the Company, but there are no special interests or transactions between Nakae Sangyo Co., Ltd. and the Company.
4. Limited liability agreement:
   The Company has entered into agreements with Mr. Yasuo Nakae to limit his liability pursuant to Article 423 Paragraph 1 of the Companies Act. The maximum amount of liability for damages under this agreement is the minimum amount of liability stipulated in Article 425 Paragraph 1 of the Companies Act. If his reelection is approved, the Company intends to extend the aforementioned limited liability agreement with him. In addition, if Mr. Akira Ono’s election is approved, the Company intends to enter into the same limited liability agreement with him.
5. Candidates for Independent Officers:
   Messrs. Akira Ono and Yasuo Nakae are candidates for Independent Officers in accordance with the provisions of the Tokyo Stock Exchange, Inc.

Consolidated Balance Sheet

(As of March 31, 2020)

(Millions of yen)

Description	Amount	Description	Amount
Assets		**Liabilities**	
Current assets	**90,958**	**Current liabilities**	**55,448**
Cash and deposits	9,266	Notes and accounts payable	13,635
Notes and accounts receivable	35,801	Short-term loans payable	23,087
Merchandise and finished goods	25,056	Current portion of long-term loans payable	7,521
Work in progress	178	Current portion of bonds	360
Raw materials and supplies	15,840	Accrued income taxes	480
Others	5,015	Provision for bonuses	1,888
Allowance for doubtful accounts	(201)	Provision for directors' bonuses	24
Non-current assets	**91,870**	Others	8,449
Property, plant and equipment	**57,914**	**Long-term liabilities**	**32,605**
Buildings and structures	31,064	Bonds payable	400
Machinery, equipment and vehicles	12,805	Long-term loans payable	18,977
Tools, furniture and fixtures	2,849	Deferred tax liabilities	2,654
Land	7,943	Provision for director's retirement benefits	8
Construction in progress	2,266	Accrued employee's retirement benefits	9,012
Others	985	Others	1,553
Intangible assets	**1,307**	**Total liabilities**	**88,053**
Investments and other assets	**32,648**	**Net assets**	
Investment securities	26,087	**Shareholders' equity**	**85,308**
Investments in capital	279	**Capital stock**	**9,248**
Long-term loans receivable	2,859	**Capital surplus**	**8,383**
Net defined benefit asset	383	**Retained earnings**	**69,006**
Deferred tax assets	1,951	**Treasury stock**	**(1,330)**
Others	1,468	**Accumulated other comprehensive income**	**8,167**
Allowance for doubtful accounts	(381)	**Valuation difference on available-for-sale securities**	**12,703**
		Deferred gain or losses on hedges	**2**
		Cumulative translation adjustments	**(3,524)**
		Remeasurements of defined benefit plans	**(1,014)**
		Non-controlling interests	**1,299**
		Total net assets	**94,775**
Total assets	**182,829**	**Total liabilities and net assets**	**182,829**

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

Consolidated Statement of Income

(April 1, 2019 - March 31, 2020)

(Millions of yen)

Description	Amount	
Net sales		**152,455**
Cost of sales		**109,838**
Gross profit on sales		**42,617**
Selling, administrative, research and development expenses		**39,956**
Operating income (loss)		**2,660**
Non-operating income		
Interest income	124	
Dividends income	461	
Equity in earnings of affiliates	177	
Compensation income	142	
Others	394	1,300
Non-operating expenses		
Interest expenses	570	
Foreign exchange losses	260	
Others	275	1,106
Ordinary income (loss)		**2,854**
Extraordinary income		
Gain on sales of non-current assets	7	
Gain on sales of investment securities	1,775	
Insurance claim income	189	1,971
Extraordinary losses		
Loss on disposition of non-current assets	216	
Impairment loss	34	251
Income before income taxes and controlling interests		**4,575**
Income taxes - current	1,276	
Income taxes - deferred	(173)	1,102
Profit		**3,472**
Profit attributable non-controlling interests		**63**
Profit attributable to owners of parent		**3,408**

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

Non-Consolidated Balance Sheet

(As of March 31, 2020)

(Millions of yen)

Description	Amount	Description	Amount
Assets		**Liabilities**	
Current assets	**46,664**	**Current liabilities**	**34,495**
Cash and deposits	389	Notes payable - trade	1,976
Notes receivable - trade	2,600	Accounts payable - trade	7,177
Accounts receivable - trade	18,923	Short-term loans payable	14,543
Merchandise and finished goods	12,762	Current portion of long-term loans payable	5,564
Raw materials and supplies	5,964	Current portion of bonds	360
Advance payments - trade	65	Accounts payable - other	846
Short-term loans receivable from subsidiaries and associates	4,588	Accrued income taxes	98
Others	1,369	Accrued expenses	1,872
Allowance for doubtful accounts	(0)	Provision for bonuses	1,414
		Provision for directors' bonuses	16
Non-current assets	**81,385**	Others	624
Property, plant and equipment	**23,984**	**Long-term liabilities**	**26,519**
Buildings	12,000	Bonds payable	400
Structures	1,104	Long-term loans payable	15,677
Machinery and equipment	5,359	Deferred tax liabilities	3,170
Vehicles	57	Provision for retirement benefits	6,960
Tools, furniture and fixtures	1,476	Long-term guarantee deposited	257
Land	3,071	Others	53
Construction in progress	914	**Total liabilities**	**61,014**
Intangible assets	**607**	**Net assets**	
Right of using facilities	17	**Shareholders' equity**	**54,478**
Telephone subscription right	19	**Capital stock**	**9,248**
Software	568	**Capital surplus**	**8,382**
Others	1	Legal capital surplus	8,355
Investments and other assets	**56,793**	Other capital surplus	26
Investment securities	23,634	**Retained earnings**	**38,221**
Shares of subsidiaries and associates	12,423	Legal retained earnings	1,905
Investments in capital	3	Other retained earnings	36,316
Investments in capital of subsidiaries and associates	12,287	Reserve for advanced depreciation of non-current assets	487
Long-term loans receivable from subsidiaries and associates	6,403	Reserve for dividends	470
Guarantee deposits	544	Reserve for research and development	320
Prepaid pension cost	1,199	General reserve	1,714
Others	344	Retained earnings brought forward	33,324
Allowance for doubtful accounts	(47)	**Treasury stock**	**(1,374)**
		Valuation and translation adjustments	**12,556**
		Valuation difference on available-for-sale securities	**12,554**
		Deferred gain or losses on hedges	**2**
		Total net assets	**67,034**
Total assets	**128,049**	**Total liabilities and net assets**	**128,049**

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

Non-Consolidated Statement of Income

(April 1, 2019 - March 31, 2020)

(Millions of yen)

Description	Amount	
Net sales		**64,288**
Cost of sales		**47,981**
Gross profit on sales		**16,306**
Selling, administrative, research and development expenses		**16,860**
Operating income (loss)		**(553)**
Non-operating income		
Interest income	166	
Dividends income	1,406	
Commission from subsidiaries and associates	208	
Others	397	2,179
Non-operating expenses		
Interest expenses	253	
Interest on bonds	4	
Service fee and commission expenses to subsidiaries	190	
Foreign exchange losses	85	
Others	135	667
Ordinary income (loss)		**957**
Extraordinary income		
Gain on sales of investment securities	1,716	
Insurance claim income	189	1,905
Extraordinary losses		
Loss on disposition of non-current assets	171	
Impairment loss	19	190
Profit before income taxes		**2,672**
Income taxes - current	485	
Income taxes - deferred	(116)	369
Profit		**2,302**

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