Takasago International Corporation

Briefing on Results for the 1st Half of the Term Ending March 2027

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I. Business Overview (Highlights)

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Business Overview for FY2026 2Q

【FY2026 2Q】Business Environment

- Flavors: Steady performance, mainly in beverage-related products in Southeast Asia and Europe
- Fragrances: The increase led by fabric care in Southeast Asia and China and fine fragrances in Europe
- The impact of the situation in the Middle East: Raw material costs rose at overseas affiliates in Apr–Jun; in Japan, they affected Jul-Sep profit

【FY2026 2Q】Business Performance

	FY25 2Q	FY26 2Q	FY26 Full-year-Plan (Aug)	Year-on-year Change %	Full-year Plan progress	Increase/Decrease factors
Net sales	114.5	129.4	240.0	+13.0%	+53.9%	• Flavors sales increased in Southeast Asia and Europe • Fragrances sales increased in Europe, Southeast Asia and China
Operating Profit	6.2	6.1	11.0	(1.2%)	+55.8%	• Lower gross margin, mainly due to higher raw material prices
Ordinary Profit	6.7	5.9	11.5	(12.9%)	+51.0%	• Worse foreign exchange result on foreign-currency receivables (Prior year: the exchange gain / current year: the exchange loss)
Net Income attributable to owners of parent	5.4	4.4	9.4	(19.3%)	+46.3%	• Lower gain on sale of investment securities compared to FY2025
Average exchange rates USD	149	158	150	+6.4%	-	
Average exchange rates EUR	162	185	170	+13.8%	-	

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Full-year forecast of PL and Dividend as of FY2026 2Q

【FY2026 2Q】 Full-year Forecast

[In JPY billion]	FY25	FY26 FCST updated	Change % from FY25	Increase/Decrease factors
Net sales	225.1	260.0	+15.5%	• Flavors: higher sales to emerging markets • Fragrances: growth led by Fabric Care and Home Care • More pharma intermediate shipments at U.S. affiliate • Higher yen-converted sales of overseas affiliates
Operating profit	8.1	11.0	+35.3%	• Higher gross profit thanks to higher sales • The profit up of JPN HQ on higher pharma intermediate exports to Europe and U.S.
Ordinary profit	9.5	11.5	+20.9%	• Higher profit on higher operating profit • Lower exchange gain on revaluation of foreign-currency receivables compared to FY25
Net Income attributable to owners of parent	9.5	9.4	(1.3%)	• Lower gain on sale of investment securities compared to FY25

【FY2026 2Q】 Full-year Forecast of Dividend

[In JPY]	FY25	FY26 FCST updated	Supplemental Information
Interim	120	26	• FY25 interim dividend shows on a pre-split basis
Year-end	28	30	• A 5-for-1 stock split took effect on October 1, 2025
Annual	-	56	• The annual dividend for FY25 is not shown because it cannot be simply totaled • For FY26, the DOE is 3.5% and the payout ratio is 58.1%
Note: After dividing into five parts	52	56	• FY25 full-year dividend: JPY 260 pre-split / JPY 52 post-split

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II. Financial Results for the 1st Half of Fiscal Year 2026

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Financial Results for FY2026 2Q

[In JPY billion]	FY25 2Q	FY26 2Q	FY26Full-year-Plan Aug	Year-on-year change %	Full-year Plan Progress
Net sales	114.5	129.4	240.0	+13.0%	+53.9%
Gross profit	37.6	42.0	80.1	+11.9%	+52.5%
Gross margin	32.8%	32.5%	33.4%	(0.3pt)	-
SG&A	31.4	35.9	69.1	+14.5%	+52.0%
SG&A ratio	27.4%	27.8%	28.8%	+0.4pt	-
Operating profit	6.2	6.1	11.0	(1.2%)	+55.8%
Operating Profit margin	5.4%	4.7%	4.6%	(0.7pt)	-
Ordinary profit	6.7	5.9	11.5	(12.9%)	+51.0%
Ordinary Profit margin	5.9%	4.5%	4.8%	(1.3pt)	-
Net Income attributable to owners of parent	5.4	4.4	9.4	(19.3%)	+46.3%
Net Income margin	4.7%	3.4%	3.9%	(1.3pt)	-
Average exchange rates USD	149	158	150	+6.4%	-
Average exchange rates EUR	162	185	170	+13.8%	-

Increase/Decrease factors

Net sales

- JPY 129.4 billion (+13.0%)
  - Flavors up in Southeast Asia and Europe
  - Fragrances up in Europe, Southeast Asia and China

Operating profit

- JPY 6.1 billion (-1.2%)
  - Lower gross margin, mainly due to higher raw material prices
  - Higher SG&A from stronger sales and admin structure

Ordinary profit

- JPY 5.9 billion (-12.9%)
  - Worse exchange result on foreign-currency receivables

(Prior year: exchange gain / current year: exchange loss)

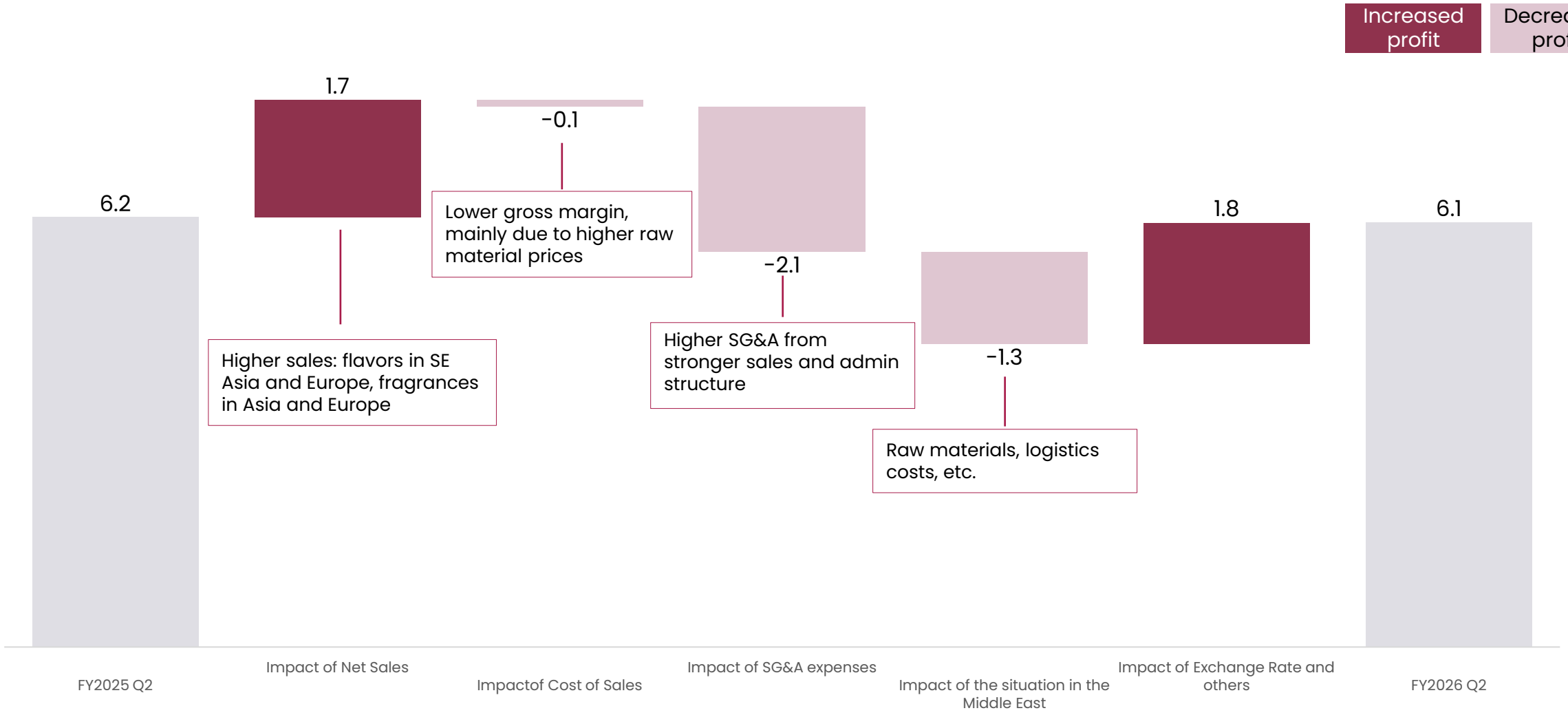
Net Income attributable to owners of parent

- JPY 4.4 billion (-19.3%)
  - Lower gain on sale of investment securities compared to FY25 2Q

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Attribution analysis for Operating Profit in 2Q

[In JPY billion]



* The impacts of Net Sales, Cost of Sales and SGA expenses are calculated based on the actual exchange rates in the previous year

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Regional segment

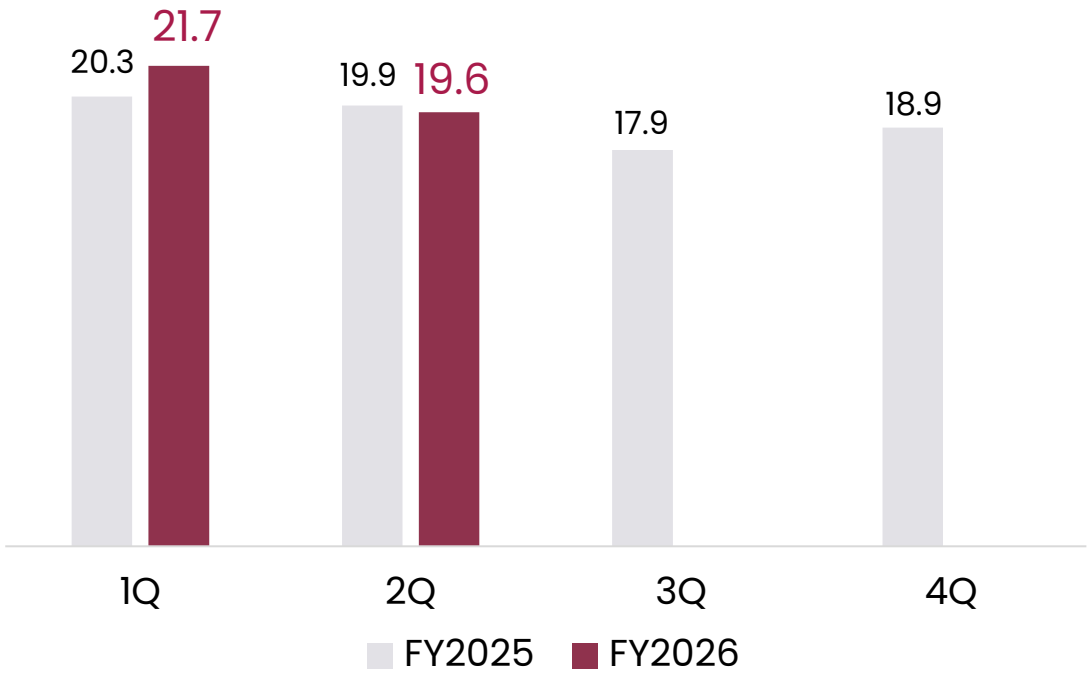
[In JPY billion]		FY25 2Q	FY26 2Q	FY26 FCST AUG	Year-on-year change	Full-year Plan Progress	Increase/Decrease factors
Japan	Net sales	40.2	41.3	77.5	+1.1	+53.3%	• Steady performance of Beverage-related products • For Aroma Ingredients, exports of Aroma chemical intermediates increased, leading to an improvement in gross profit
	Operating Profit	0.9	1.5	2.0	+0.6	+72.5%	
Americas	Net sales	28.9	32.4	65.2	+3.4	+49.6%	• Higher fine chemicals shipments at U.S. affiliate • Steady progress of Fragrances at Latin America affiliates • Lower gross margin at U.S. affiliate
	Operating Profit	1.1	0.5	2.6	(0.6)	+17.2%	
EMEA	Net sales	20.5	24.3	42.9	+3.9	+56.7%	• Fine fragrances, beverages, etc. has steady progresses • Higher amortization of new ERP system at French affiliate • Higher preparation costs for new ERP system at German affiliate
	Operating Profit	1.0	0.5	0.1	(0.5)	+515.8%	
Asia-Pacific	Net sales	24.9	31.4	54.4	+6.5	+57.7%	• Steady momentum for multinational Customers in SE Asia and fabric care for regional customers in China
	Operating Profit	3.2	4.9	6.3	+1.7	+78.6%	
Adjustment amount	Net sales	-	-	-	-	-	• Higher unrealized profit due to increased intra-group transactions in Fine Chemicals
	Operating Profit	0.1	(1.2)	0.0	(1.3)	-	
Total	Net sales	114.5	129.4	240.0	+14.9	+53.9%	
	Operating Profit	6.2	6.1	11.0	(0.1)	+55.8%	

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Regional segment: Japan

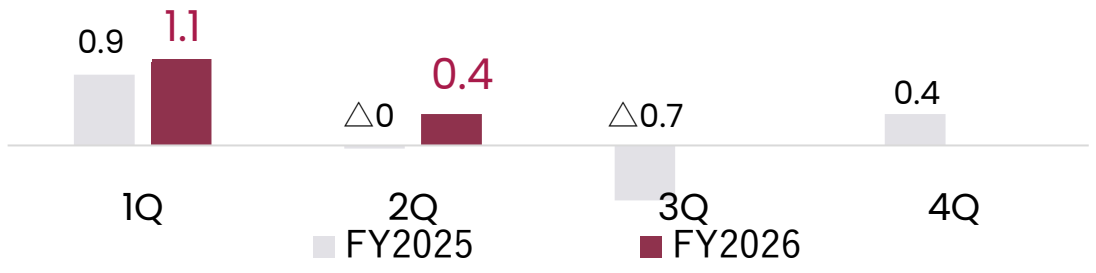
Net Sales

[In JPY billion]



Operating Profit

[In JPY billion]



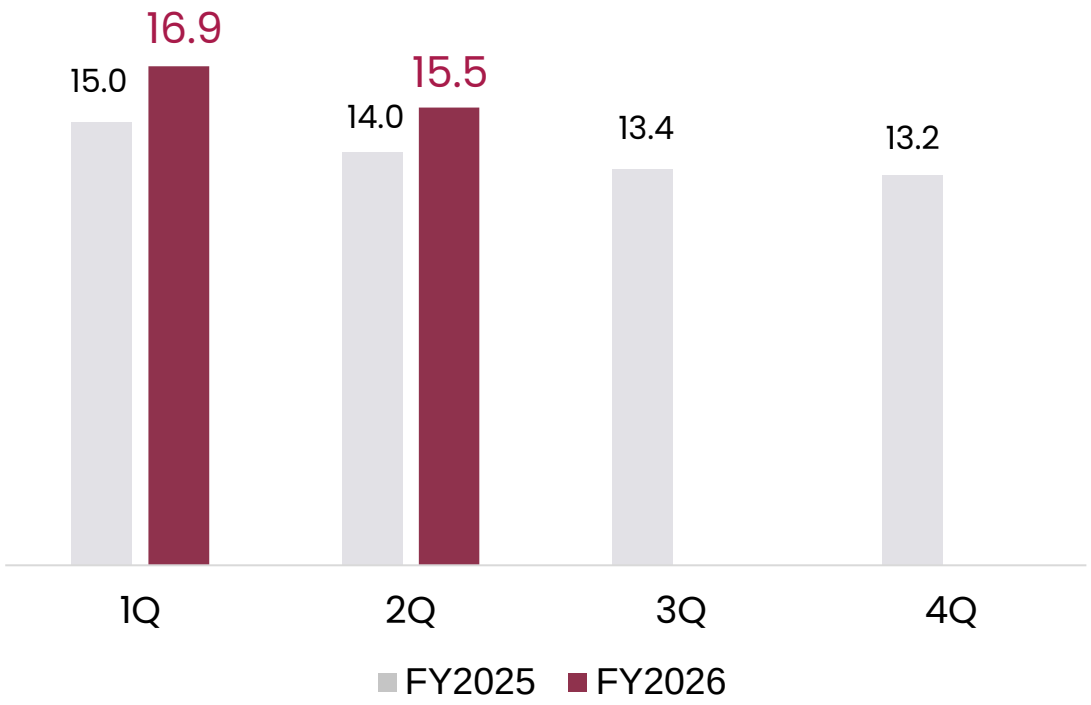
Key Factors Behind Quarterly Performance	Q1: Higher net sales and operating income. In Q2, net sales were slightly below the previous year's level, while operating income improved. For the first half, both net sales and operating income increased, driven by strong demand for beverage-related products and higher exports of Aroma Ingredients.

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Regional segment: Americas

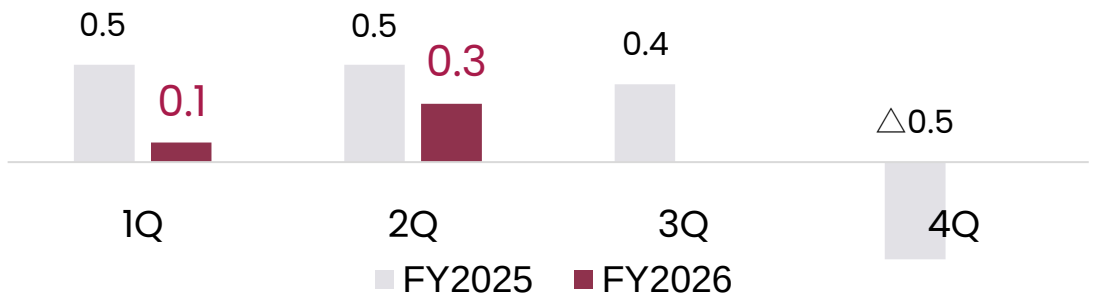
Net Sales

[In JPY billion]



Operating Profit

[In JPY billion]



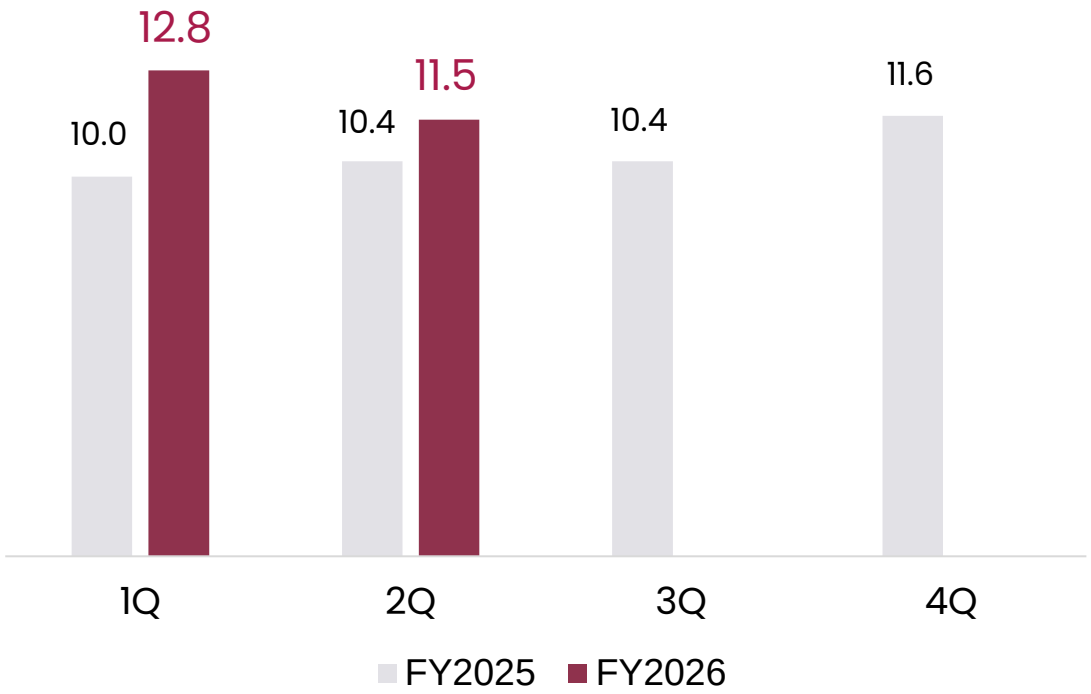
Key Factors Behind Quarterly Performance	Q1 and Q2: Net sales increased, mainly due to the positive impact of foreign currency translation resulting from the weaker yen. In Q2, sales increased in the Flavors and Fragrances business, while sales decreased in the Fine Chemicals business. Operating income declined in both Q1 and Q2, primarily due to higher SG&A expenses and other factors.

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Regional segment: EMEA

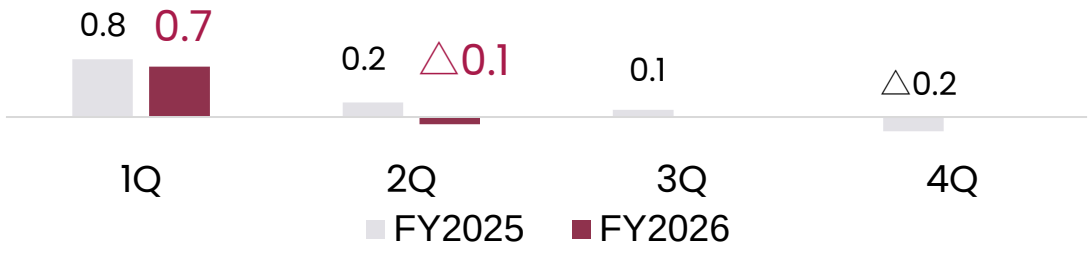
Net Sales

[In JPY billion]



Operating Profit

[In JPY billion]



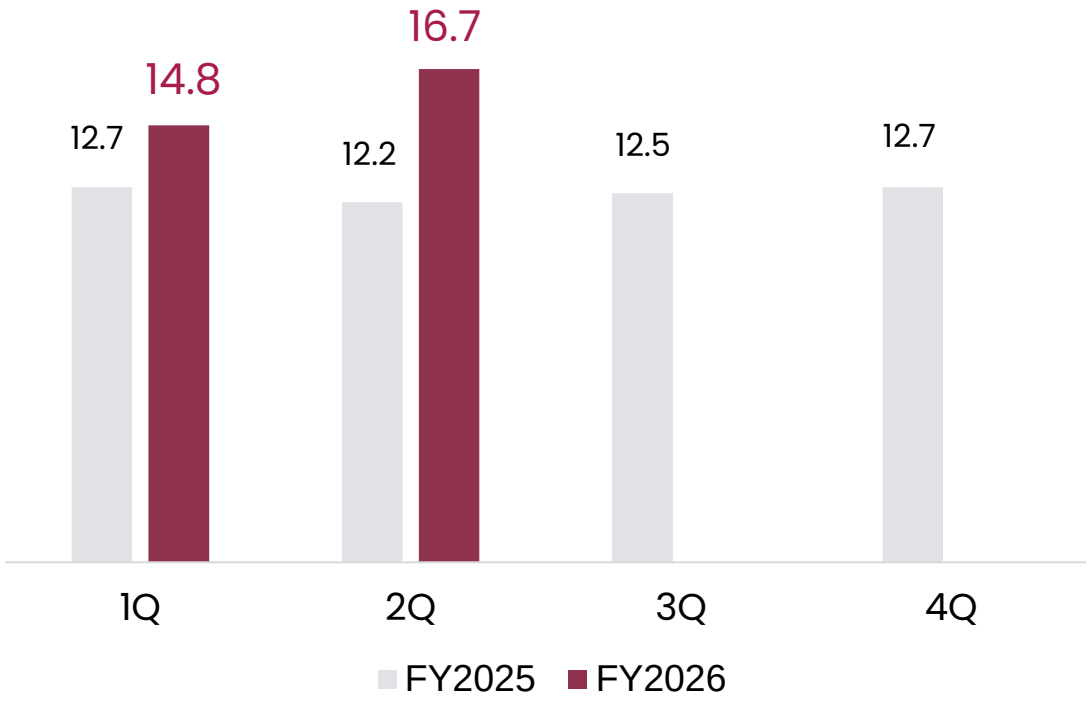
Key Factors Behind Quarterly Performance	Q1 and Q2: Net sales increased, mainly due to the positive impact of foreign currency translation resulting from the weaker yen. In Q2, sales in the Flavors and Fragrances business increased, including the impact of foreign exchange rates, while an operating loss was recorded due to expenses related to the new core system and other factors.

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Regional segment: Asia

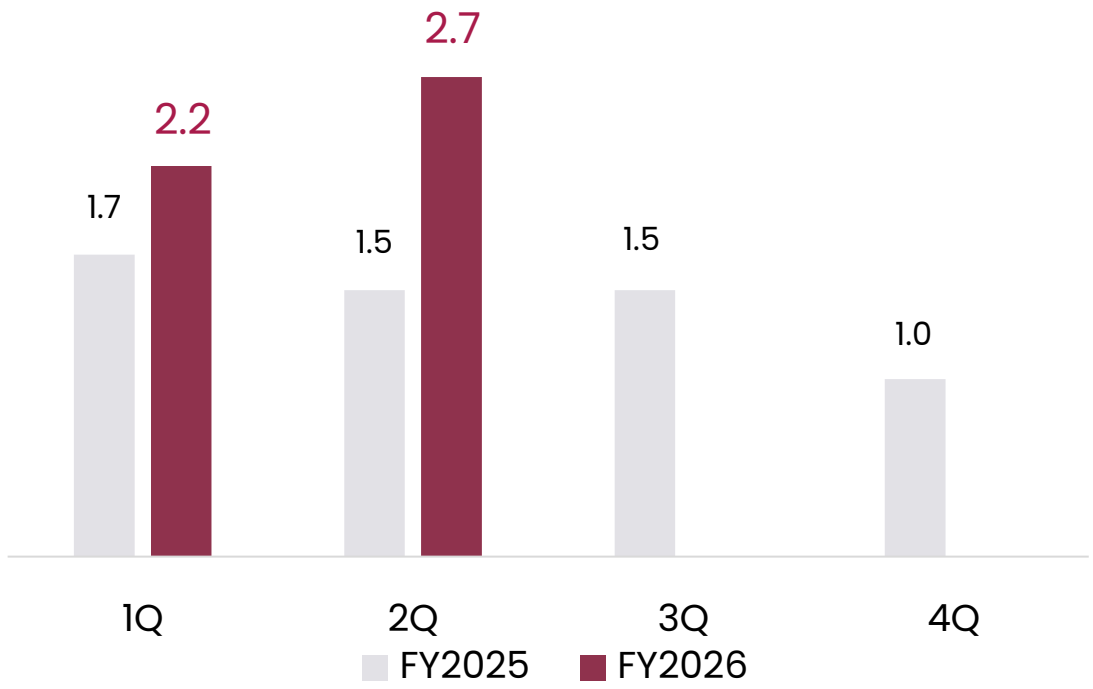
Net Sales

[In JPY billion]



Operating Profit

[In JPY billion]



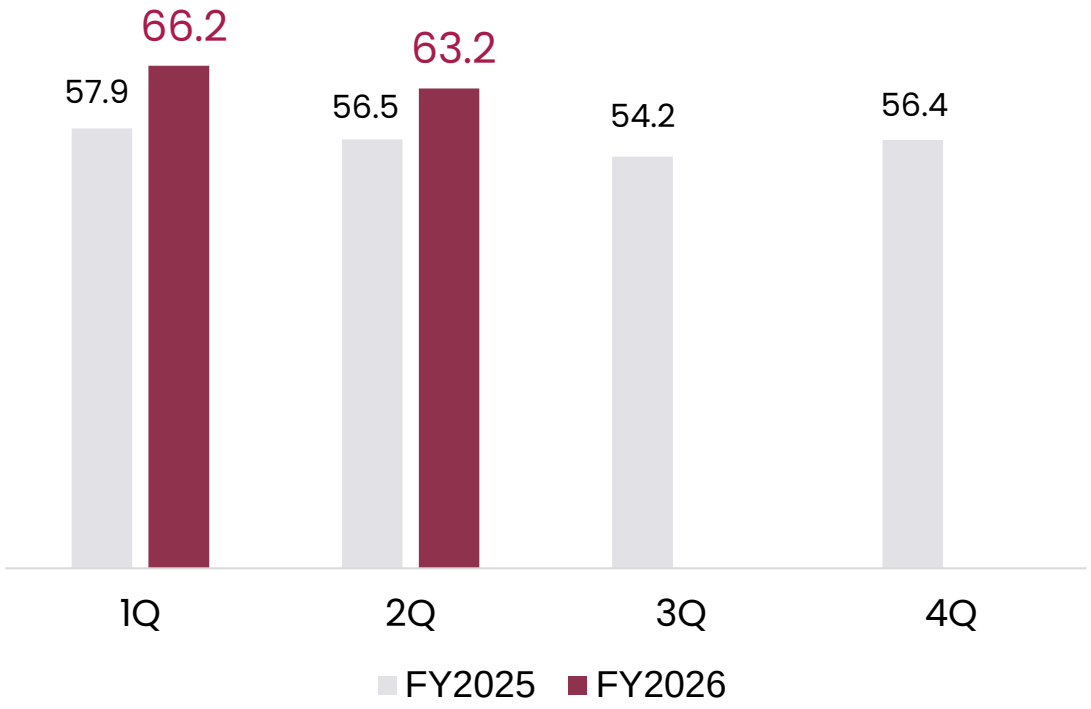
Key Factors Behind Quarterly Performance	Q1 and Q2: Net sales and operating income increased even on a constant-currency basis. Solid sales of home care products in Southeast Asia and fabric care products in China, along with a lower raw material cost ratio, contributed to higher operating income.

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Quarterly Financial Results

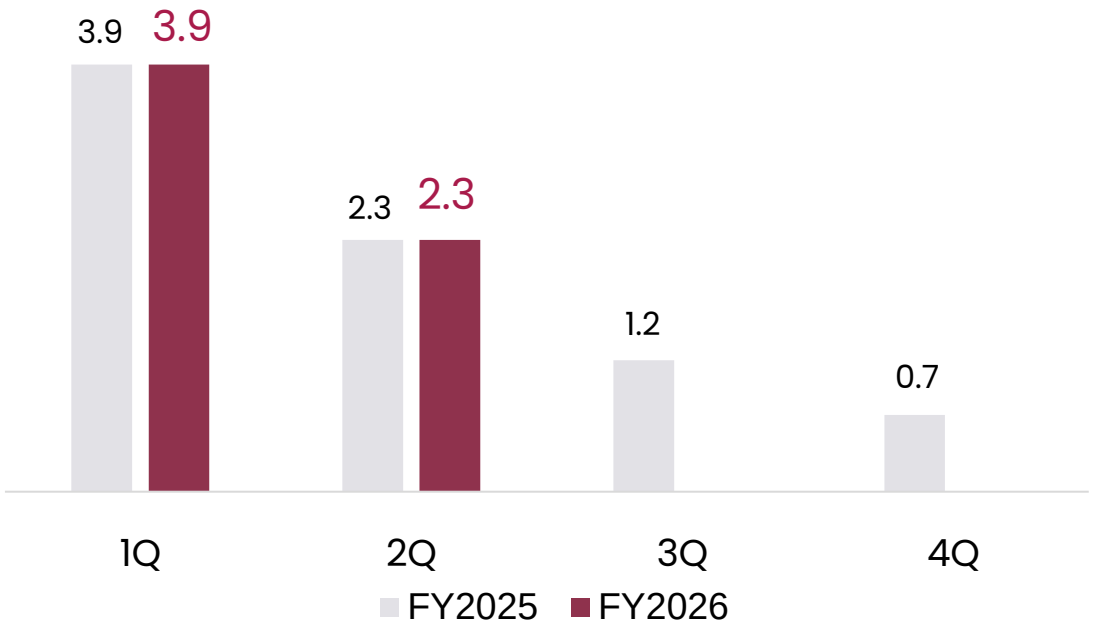
Net Sales

[In JPY billion]



Operating Profit

[In JPY billion]



Key Factors Behind Quarterly Performance	Q1 and Q2: Net sales increased in both quarters and also grew on an LFL basis excluding foreign exchange effects. Operating income was flat year on year on a reported basis but declined on an LFL basis. Higher sales and profits in Asia were offset by lower profits in the Americas and Europe, together with higher raw material costs and SG&A expenses.

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Business segment

[In JPY billion]		FY25 2Q	FY26 2Q	FY26 FCST AUG	Year-on-year change	Full-year Plan Progress	Increase/Decrease factors
Flavors	Net sales	63.4	68.8	126.0	+5.4	+54.6%	• Higher beverage-related shipments in SE Asia and Europe
	Operating Profit	4.2	4.0	5.1	(0.2)	+79.4%	• Higher preparation costs for new ERP system at German Affiliate
Fragrances	Net sales	36.3	44.8	79.1	+8.5	+56.6%	• Fabric care up in China and SE Asia, and Fine fragrances up in Europe
	Operating Profit	0.6	1.5	2.6	+0.9	+57.4%	
Aroma Ingredients	Net sales	8.2	8.9	16.5	+0.7	+53.9%	• Steady exports of Aroma chemical intermediates, etc.
	Operating Profit	1.4	1.1	1.5	(0.3)	+74.4%	• Lower gross profit due to higher key raw material prices
Fine Chemicals	Net sales	5.9	6.2	17.0	+0.3	+36.5%	• Pharma intermediates steady at U.S. affiliate • Lower gross profit due to higher raw material prices
	Operating Profit	(0.6)	(1.2)	0.6	(0.6)	— %	• Higher unrealized profit due to higher intracompany transactions
Others	Net sales	0.7	0.7	1.4	+0.0	+51.1%	
	Operating Profit	0.6	0.6	1.2	+0.0	+52.2%	
Total	Net sales	114.5	129.4	240.0	+14.9	+53.9%	
	Operating Profit	6.2	6.1	11.0	(0.1)	+55.8%	

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Financial Results for FY2026 2Q(by Non-Consolidated Business Segment)

[In JPY billion]	Net Sales			Operating Profit		
	FY2025 2Q	FY2026 2Q	Year-on-year Change	FY2025 2Q	FY2026 2Q	Year-on-year Change
Flavor	24.3	24.4	0.6%	0.7	0.6	(21.6)%
Fragrance	4.5	4.3	(2.8)%	(0.6)	(0.6)	-
Aroma Ingredients	6.5	6.8	5.2%	0.6	0.9	55.2%
Fine Chemicals	3.5	6.8	95.6%	(0.8)	(0.3)	-
Others	0.9	0.9	1.6%	0.6	0.6	6.8%
Total	39.5	43.2	9.3%	0.5	1.2	142.9%

Key Factors Behind Changes		
	Flavor	Beverage-related sales remained solid, and net sales were broadly in line with the previous year. Operating profit declined due to higher SG&A expenses, mainly personnel costs
	Fragrance	Revenue declined due to weak sales to certain key customers. Despite price revisions and efforts to reduce raw material costs, the operating loss continued
	Aroma Ingredients	Revenue and profit increased due to higher exports of synthetic aroma chemical intermediates and other products. Although costs increased due to higher prices for certain key raw materials, this was more than offset by increased sales.
	Fine Chemicals	Revenue increased significantly due to accelerated catalyst sales and other factors, while the operating loss narrowed. However, higher fixed costs associated with the start-up of the new plant and increased raw material costs weighed on profitability.
	Others	Consisted mainly of rental income from the real estate leasing business, with net sales and operating profit in line with the previous year

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III. Earnings Forecasts for the Fiscal Year 2026

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Foreign exchange forecasts

Exchange rate assumption

	FY2025 Full-year Results	FY2026 Full-year Forecast	Year on year Change
USD	¥150	¥158	¥8
EUR	¥169	¥183	¥14

Foreign exchange sensitivity

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

	Net Sales	Operating Profit
USD	±¥0.6billion	±¥30million
EUR	±¥0.3billion	±¥1million

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Full-year forecast as of FY2026 2Q

[In JPY billion]	FY25	FY26 FCST (Aug)	FY26 FCST(Nov)	Year-on-year change	Change % from Aug
Net sales	225.1	240.0	260.0	+15.5%	+8.3%
Gross profit	72.9	80.1	83.7	+14.8%	+4.5%
Gross margin	32.4%	33.4%	32.2%	(0.2pt)	(1.2pt)
SG&A	64.8	69.1	72.7	+12.3%	+5.2%
SG&A ratio	28.8%	28.8%	28.0%	(0.8pt)	(0.8pt)
Operating profit	8.1	11.0	11.0	+35.3%	+0.0%
Operating Profit margin	3.6%	4.6%	4.2%	+0.6pt	(0.4pt)
Ordinary profit	9.5	11.5	11.5	+20.9%	+0.0%
Ordinary margin	4.2%	4.8%	4.4%	+0.2pt	(0.4pt)
Net Income attributable to owners of parent	9.5	9.4	9.4	(1.3%)	+0.0%
Net Income margin	4.2%	3.9%	3.6%	(0.6pt)	(0.3pt)
Average exchange rates USD	150	150	158	+5.3%	+5.3%
Average exchange rates EUR	169	170	183	+8.3%	+7.6%

Increase/Decrease factors (The changes from Aug)

Net sales

- JPY 260.0 billion (+8.3%)
  - Higher flavor sales in Japan
  - Higher flavor and fragrance sales in SE Asia
  - Higher sales from overseas subsidiaries due to yen depreciation

Operating profit

- JPY 11.0 billion (+0.0%)
  - Lower gross margin on higher raw material costs
  - SG&A ratio improved

Ordinary profit

- JPY 11.5 billion (+0.0%)

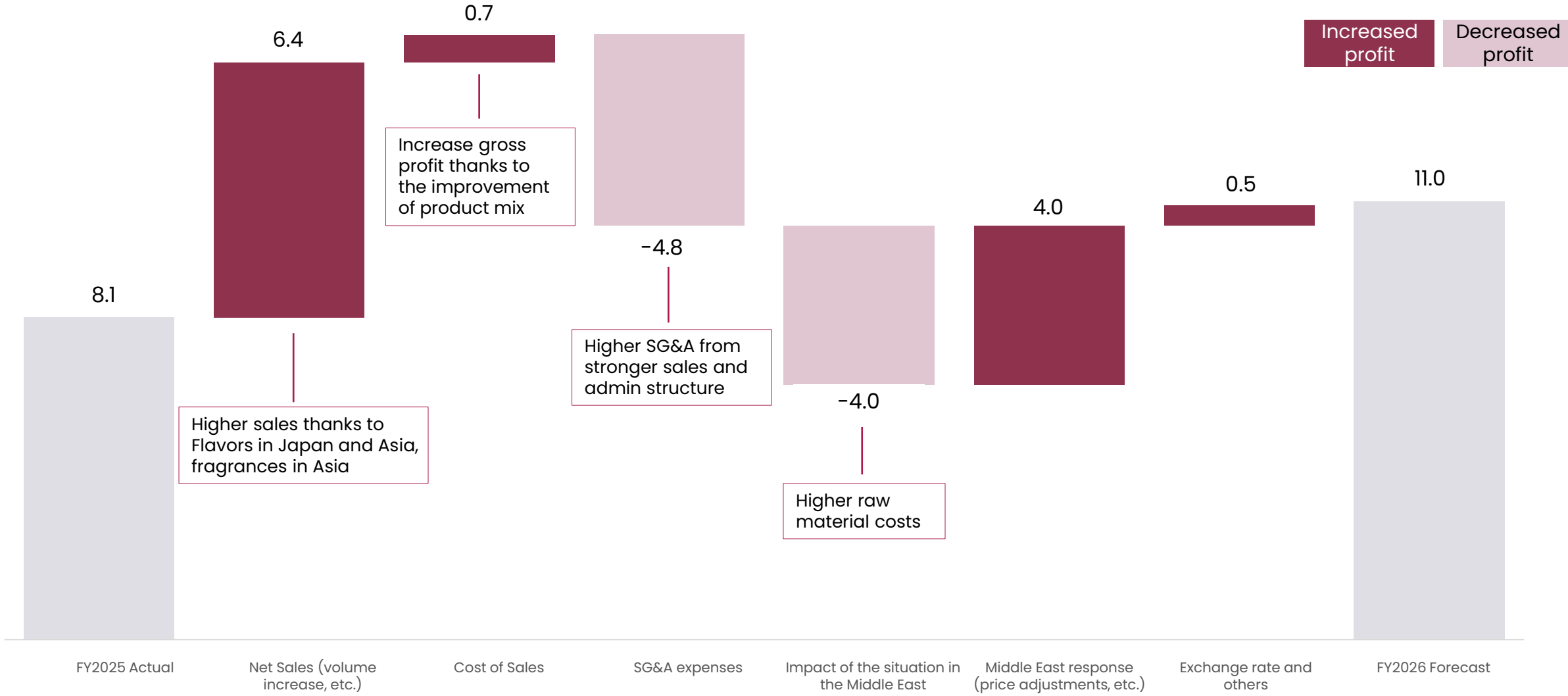
Net Income attributable to owners of parent

- JPY 9.4 billion (+0.0%)

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Attribution analysis for Operating Profit in FY2026

[In JPY billion]



* The impacts of Net Sales, Cost of Sales and SGA expenses are calculated based on the actual exchange rates in the previous year

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Full-year forecast as of FY2026 2Q by Regional segment

[In JPY billion]		FY25	FY26 FCST Aug	FY26 FCST Nov	FX impact vs Std FX rates	Nov. vs. prior year	Change % from Aug
Japan	Net sales	77.0	77.5	79.8		+3.7%	+3.0%
	Operating Profit	0.6	2.0	1.4		+132.1%	(31.6%)
Americas	Net sales	55.6	65.2	70.6	+3.6	+27.0%	+8.3%
	Operating Profit	0.9	2.6	0.9	+0	+1.4%	(64.9%)
Europe	Net sales	42.4	42.9	46.5	+3.7	+9.7%	+8.4%
	Operating Profit	0.8	0.1	0.1	(0)	(85.1%)	+17.9%
Asia	Net sales	50.2	54.4	63.1	+4.1	+25.7%	+15.9%
	Operating Profit	5.7	6.3	8.6	+0.6	+51.8%	+37.1%
Adjustment amount	Net sales	-	-	-	-	-	-
	Operating Profit	0.2	0.0	0.0		+0.0%	+0.0%
Total	Net sales	225.1	240.0	260.0	+11.4	+15.5%	+8.3%
	Operating Profit	8.1	11.0	11.0	+0.6	+35.3%	+0.0%

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Regional Segment (First Half vs. Second Half)

[In JPY billion]	Net Sales			Operating Profit		
	1H FY2026	2H FY2026	Compared to the first half	1H FY2026	2H FY2026	Compared to the first half
Japan	41.3	38.5	(6.8)%	1.5	(0.1)	-
Americas	32.4	38.2	17.9%	0.5	0.4	(20.0)%
EMEA	24.3	22.2	(8.6)%	0.5	(0.4)	-
Asia	31.4	31.7	+1.0%	4.9	3.7	(24.5)%
Adjustment	-	-	-	(1.2)	1.2	-
Total	129.4	130.6	+0.9%	6.1	4.9	(19.7)%

Key Factors Behind Changes		
	Japan	Revenue declined due to lower shipments of flavors and aroma ingredients caused by seasonal factors. Profit declined in the second half due to higher raw material costs
	Americas	Higher Fine Chemicals sales at the U.S. subsidiary. Operating profit is expected to decrease slightly due to lower Flavor shipments and other factors.
	EMEA	Revenue declined due to shipment adjustments at European subsidiaries. Profit decreased due to higher SG&A expenses, including costs related to the new enterprise system
	Asia	Flavor sales remained solid, but profit declined due to higher raw material costs
	Adjustment	Adjustment for unrealized profit on intercompany transactions

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Full-year forecast as of FY2026 2Q by Business segment

[In JPY billion]		FY25	FY26 FCST Aug	FY26 FCST Nov	FX impact vs Std FX rates	Nov. vs. prior year	Change % from Aug
Flavors	Net sales	122.6	126.0	134.5	+5.0	+9.7%	+6.7%
	Operating Profit	5.2	5.1	5.8	+0.4	+11.2%	+13.1%
Fragrances	Net sales	75.8	79.1	88.5	+4.7	+16.7%	+11.8%
	Operating Profit	0.6	2.6	2.1	+0.2	+270.8%	(18.9%)
Aroma Ingredients	Net sales	16.2	16.5	16.4	+0.9	+1.6%	(0.4%)
	Operating Profit	2.0	1.5	1.4	+0.0	(32.7%)	(9.4%)
Fine Chemicals	Net sales	9.1	17.0	19.2	+0.8	+110.3%	+12.7%
	Operating Profit	(0.8)	0.6	0.4	+0.0	-	(26.9%)
Others	Net sales	1.4	1.4	1.5		+4.2%	+4.7%
	Operating Profit	1.2	1.2	1.3		+12.0%	+10.5%
Total	Net sales	225.1	240.0	260.0	+11.4	+15.5%	+8.3%
	Operating Profit	8.1	11.0	11.0	+0.6	+35.3%	+0.0%

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Business Segment(First Half vs. Second Half)

[In JPY billion]	Net Sales			Operating Profit		
	1H FY2026	2H FY2026 Forecast	Compared to the first half	1H FY2026	2H FY2026 Forecast	Compared to the first half
Flavor	68.8	65.7	(4.5)%	4.0	1.8	(55.0)%
Fragrance	44.8	43.7	(2.5)%	1.5	0.6	(60.0)%
Aroma Ingredients	8.9	7.5	(15.7)%	1.1	0.3	(72.7)%
Fine Chemicals	6.2	13.0	109.7%	(1.2)	1.6	-
Others	0.7	0.8	14.3%	0.6	0.7	16.7%
Total	129.4	130.6	0.9%	6.1	4.9	(19.7)%

Key Factors Behind Changes	Flavor	Lower sales due to seasonal factors in Japan. Lower profit due to higher manufacturing and SG&A expenses in Europe
	Fragrance	Lower profit due to shipment adjustments in Europe, higher raw material costs, and costs related to the new enterprise system, among other factors
	Aroma Ingredients	Lower sales and profit due to reduced shipments of synthetic aroma chemical intermediates and L-Menthol, as well as higher prices of key raw materials
	Fine Chemical	Revenue and profit increased due to higher shipments of catalysts and pharmaceutical intermediates to North America and EMEA

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Capital investment, Depreciation expenses, R&D expenses

[In JPY billion]	FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Forecasts (as of 11/2026)
Capital Investment	8.2	10.5	11.8	14.0
Depreciation Expenses	7.4	7.9	8.1	9.0
Research and Development Expenses	14.2	15.7	17.7	19.0
Ratio of R&D Expenses to Net Sales	7.6%	8.0%	7.7%	7.3%

Key Factors Behind Changes	Capital Investment	Overseas investment increased, primarily due to costs related to the implementation of a new enterprise system at the European subsidiary.
	Depreciation Expenses	Depreciation expenses increased due to the installation of pharmaceutical intermediate production facilities at the Iwata Plant and the launch of new enterprise systems at overseas sites.
	R&D Expenses	Increased due to workforce expansion at overseas subsidiaries and the impact of foreign exchange translation

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IV. Topics

I. The New Kamakura Research Center: An R&D Hub for Sustainable Growth

II. The China New Plant: A New Production and Supply Base for Growth in China

III. Received the Excellence Award at the Mecenat Awards 2026

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I. The New Kamakura Research Center: An R&D Hub for Sustainable Growth

WHY：Why Invest in a New Research Center?

Established as a Center of Excellence to strengthen mid- to long-term R&D capabilities and drive innovation

Strengthening the R&D Foundation

- Developed as an R&D foundation supporting sustainable growth
- A Strategic Investment Beyond the Relocation of Existing Research Functions
- A Center of Excellence Creating New Value



Transformation and Co-Creation in R&D

- Driving Research Transformation (RX)
- Integration of Technologies Across Research Fields and Organizations
- Driving Collaborative Research with Customers, Universities, and Research Institutions

Human Capital and Brand

- Attracting and Developing Outstanding Research Talent
- A Flagship Hub Showcasing Our R&D Capabilities

Strengthening the R&D Foundation > Integration of Technologies, Knowledge, and Talent > Co-Creation with Internal and External Partners > Creating New Value > Contributing to Sustainable Growth

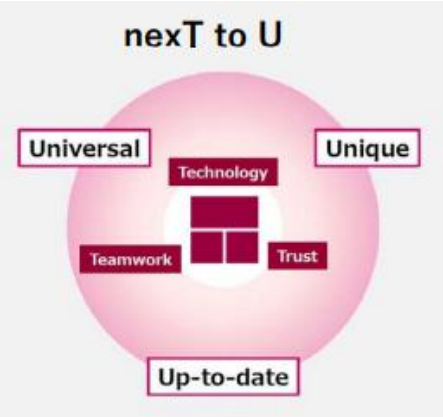
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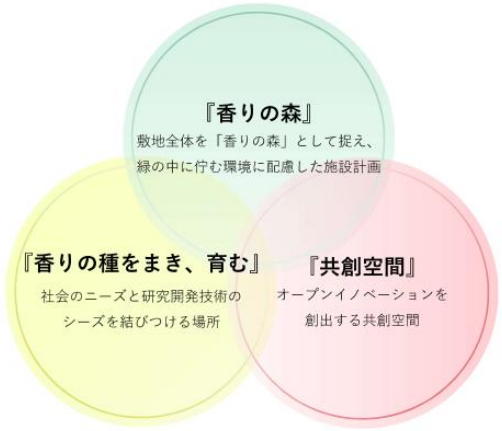
I. The New Kamakura Research Center: An R&D Hub for Sustainable Growth

HOW／WHAT：How Will the Facility Enable This?

Creating a research environment that fosters technological integration and internal and external collaboration, enabling the generation of new ideas and research themes.

Facility Concept





Spatial Design

Workspace	Co-Creation Space	Laboratory Area
Promoting Communication Across Organizations and Research Disciplines	Supporting Interaction and Collaborative Research with Internal and External Partners	Showcasing Technological Expertise and Innovation





■ Facility Overview and Investment Plan

Location	Kajiwara, Kamakura, Kanagawa, Japan
Site Area	35,362.39㎡
Total Floor Area	29,473㎡
Building	4-Story Building
Investment Amount	¥30 billion (excluding land acquisition costs)

■ Project Timeline

December 2026	Construction Start
January 2029	Completion

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II. The China New Plant: A New Production and Supply Base for Growth in China

WHY CHINA?

Leveraging Structural Demand Growth in China to Accelerate Market Share Expansion Among Local Customers

MARKET

China Flavor & Fragrance Market (2025)

Flavor	Fragrance
Approx. US$3.4 billion	Approx. US$2.5 billion

China Is APAC's Largest Flavor & Fragrance Market

Expected Long-Term Demand Growth Driven by Health & Wellness, Personal Care, and Home Fragrance Trends

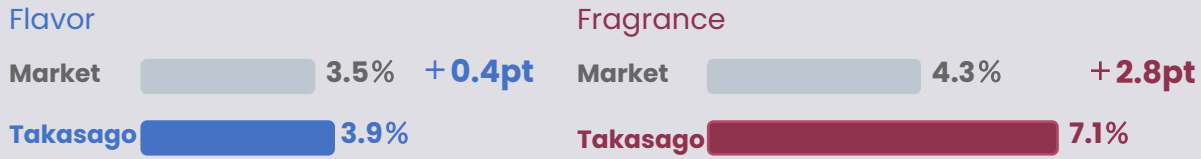
APAC's Largest Market × Long-Term Demand Growth

GROWTH POTENTIAL

Takasago's Market Share in China

Current Position	Target Position
Our Market Share: Approx. 1%	Outgrowing the Market → Expanding Market Share

Market CAGR vs. Takasago Sales CAGR (2025-2030)



Strategy for Market Share Expansion

MNA Customer Engagement × Chinese Local Customer Development × Sales & R&D Enhancement

Aim to expand market share from approximately 1% through sales growth that outpaces the market in China, APAC's largest flavor & fragrance market

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II. The China New Plant: A New Production and Supply Base for Growth in China

WHAT WE BUILD?

Building a Core Production Hub to Support the Sustainable Growth of Our China Business Through Enhanced Capacity, Safety, Efficiency, and Supply Capability

Four Key Functions of the New Plant

CAPACITY

Enhanced Production Capacity

SAFETY

Safety and Regulatory Compliance

Production Infrastructure Compliant with the Latest Standards

EFFICIENCY

Automation and Labor Efficiency

Enhanced Production Efficiency and Quality

SUPPLY

Reliable Supply

Supply Chain Optimization

Strengthening Responsiveness and Supply Capability for Local Customers

Addressing Customer Needs, New Product Development, and Increased Production Volumes Through Enhanced Collaboration Among Sales, R&D, and Manufacturing



New Zhangjiagang Plant (Artist's Impression)

Investment and Operation Plan

Approx. ¥20 billion	Equity and Loans	1H FY2029
Planned Investment	**Funding Sources**	**Start of Operations**

Aiming to Increase the Long-Term Earnings Contribution of Our China Business Through Above-Market Sales Growth and Market Share Expansion

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III. Mecenat Awards 2026 Excellence Award

Overview

- Takasago Collection® Gallery, Our Company's Cultural Activity Initiative, Received the Excellence Award at the Mecenat Awards 2026
- The Mecenat Awards were established in 1991 to promote and raise public awareness of corporate mécénat activities, through which companies support arts and cultural initiatives. Each year, the awards recognize outstanding activities from among those certified as "This is MECENAT" in the previous year.
- Takasago Was One of Five Recipients of the Excellence Award at the Mecenat Awards 2026

MECENAT AWARDS 2026

What is the Takasago Collection® Gallery?
The Takasago Collection® Gallery is located at Takasago's headquarters in Kamata, Tokyo, and showcases materials and artworks related to fragrance culture from around the world and throughout history, collected by Takasago.

Since 2024, the Gallery has hosted a special exhibition each year. Its third exhibition, "Light and Fragrance: Glass Perfume Bottle Collection Exhibition," is currently being held through December 11, 2026







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Thank you for your kind attention

※Disclaimer:

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In Harmony with Your Senses

TAKASAGO

TAKASAGO

In Harmony with Your Senses

To craft flavors and fragrances is to open a doorway
into the world within each of us.

It is to awaken the senses, stir memories and touch the emotions
that shape how we experience life.

Since 1920, Takasago has brought together
human sensibility, creativity and science to explore
the boundless possibilities of flavors and fragrances.

Today, we create sensory experiences that linger,
evoke feelings beyond words and turn everyday moments
into something unforgettable, enriching lives
and bringing wonder to the world around us.

Guided by feeling. Shaped by science. Crafted with care.

Where shall we go next?

V. Appendix

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Corporate Philosophy, Corporate Mission and Vision 2040

Corporate Philosophy

Contributing to Society through Technology

Corporate Mission

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

Vision 2040

Care for People, Respect the Environment

Our vision is to be:

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

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NGP-2 Strategy

Vision 2040

NGP-2

basic policy	Overseas Growth	Improved profitability in Japan	Sustainable Management
Key Success Factors	• Business Axis Growth Strategies • Developing new customers • Expansion of Gross Profit • Overseas Supply Chain Optimization • Creation of competitive technology through advanced science	• Gross profit optimization • Cost structure reform • Exploring New Fields • Flavors and Fragrances Pursuit of product production efficiency • Restructuring of Synthetic Business Production System • Domestic Supply Chain Optimization • Creation of competitive technologies through advanced science	• Execution of Sustainability 2030 • Strengthening Corporate Foundation • Maximize the value of human capital • Improvement of business execution • Develop products with an awareness of their contribution to the SDGs

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Characteristics of our businesses

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

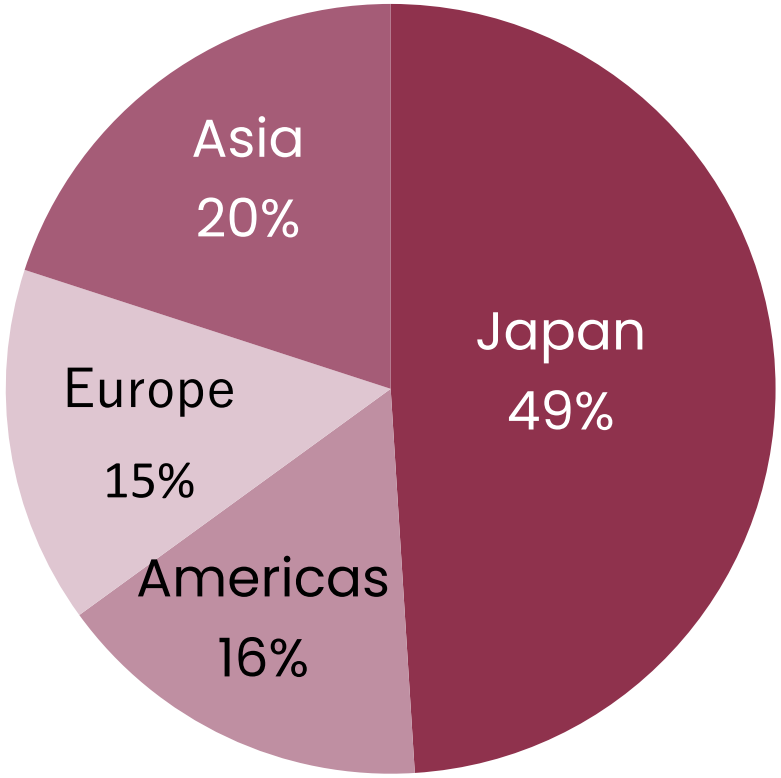
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Growth of four businesses

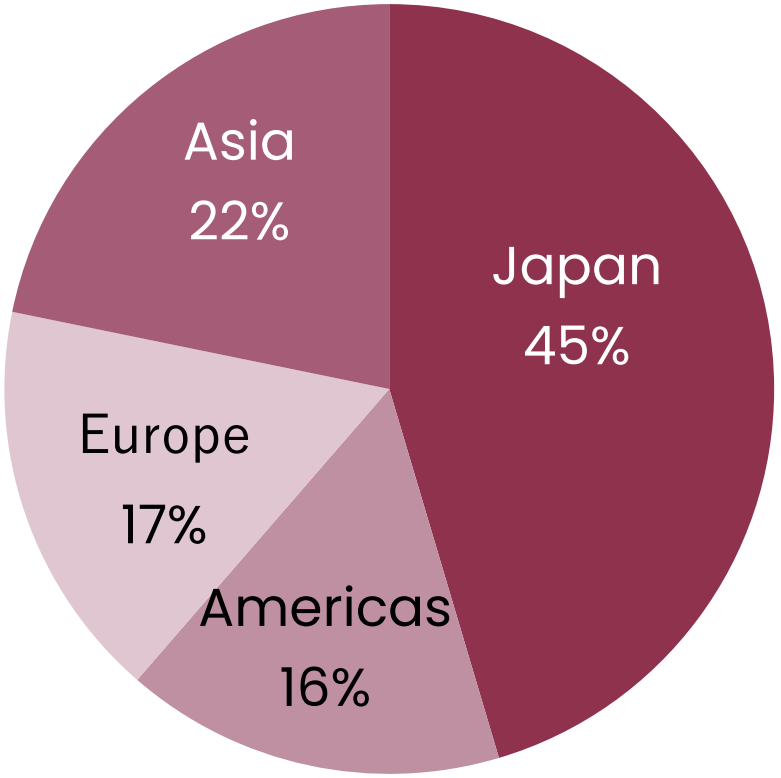
Business	Plan and measures
Flavor 	• Acquire new customers and expand business in emerging countries through business strategies and capital and research investments. • Improve profitability through product portfolio optimization. • Strengthen competitiveness through development of materials/products that meet the needs of each region and global collaboration.
Fragrance 	• Focus on personal care through intra-group collaboration in human/technical resources and investment in facilities and research. Expand business in emerging countries such as Southeast Asia, Latin America, and India. • Strengthen management capabilities in raw material costs and manufacturing costs. • Strengthen business foundation (human resources, R&D, Consumer Insights & Market Research)
Aroma Ingredients 	• Expansion of existing business in new areas such as the agro-industrial sector and in emerging countries. • Improve profitability by expanding value-added specialty products. • Develop new environmentally friendly products with consideration for biodegradability and biobased values, etc.
Fine Chemicals 	• Expansion of the Pharmaceutical Intermediates Category. • Enhancement of product supply capacity through operation of new plant facilities. • Improve competitiveness by deepening catalyst technology and continuous flow technology.

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Flavor Business Net sales by region



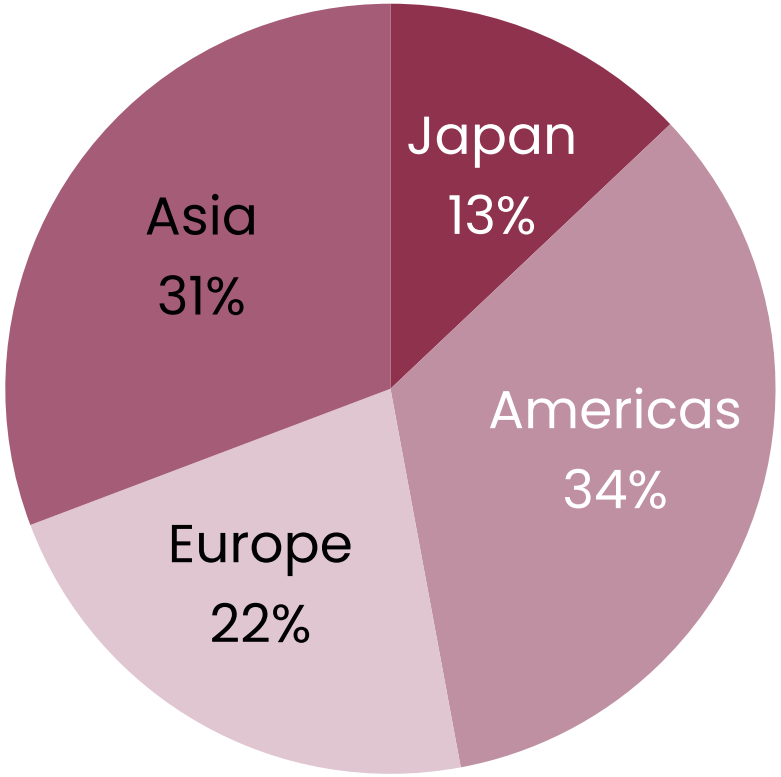
FY2025 2Q



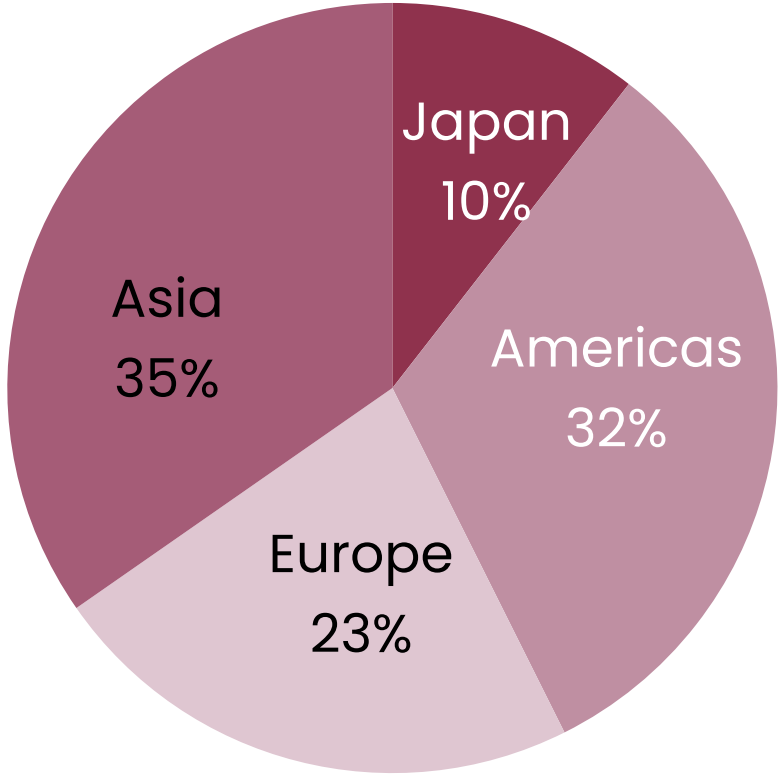
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Fragrance Business Net sales by region



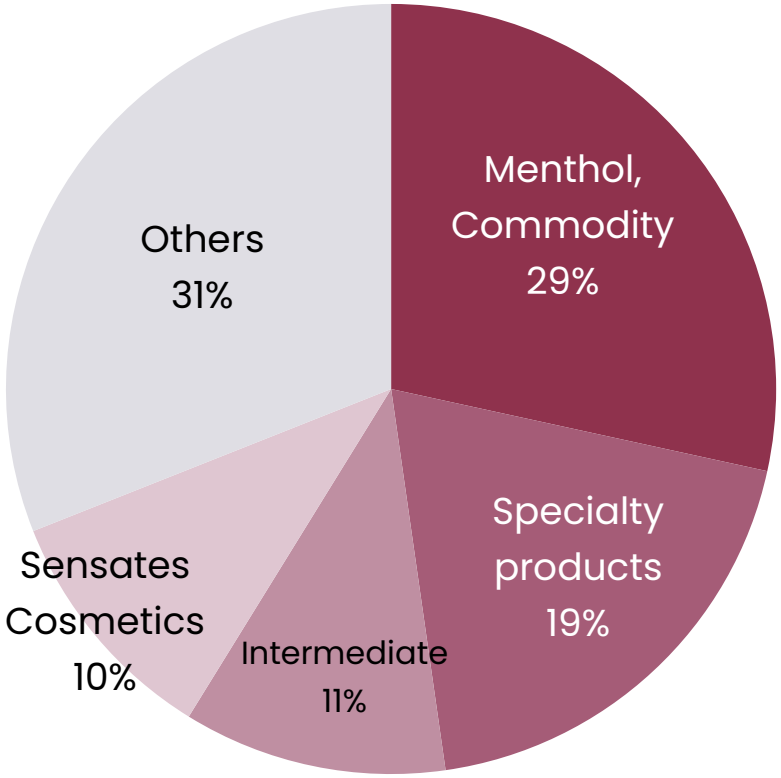
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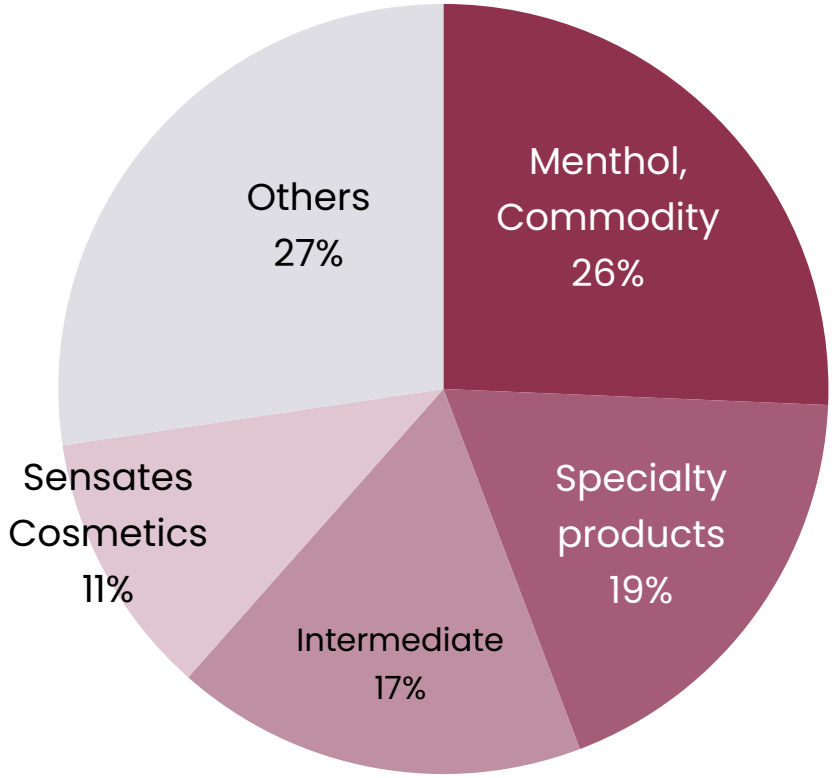
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Aroma Ingredients Business Net sales by category



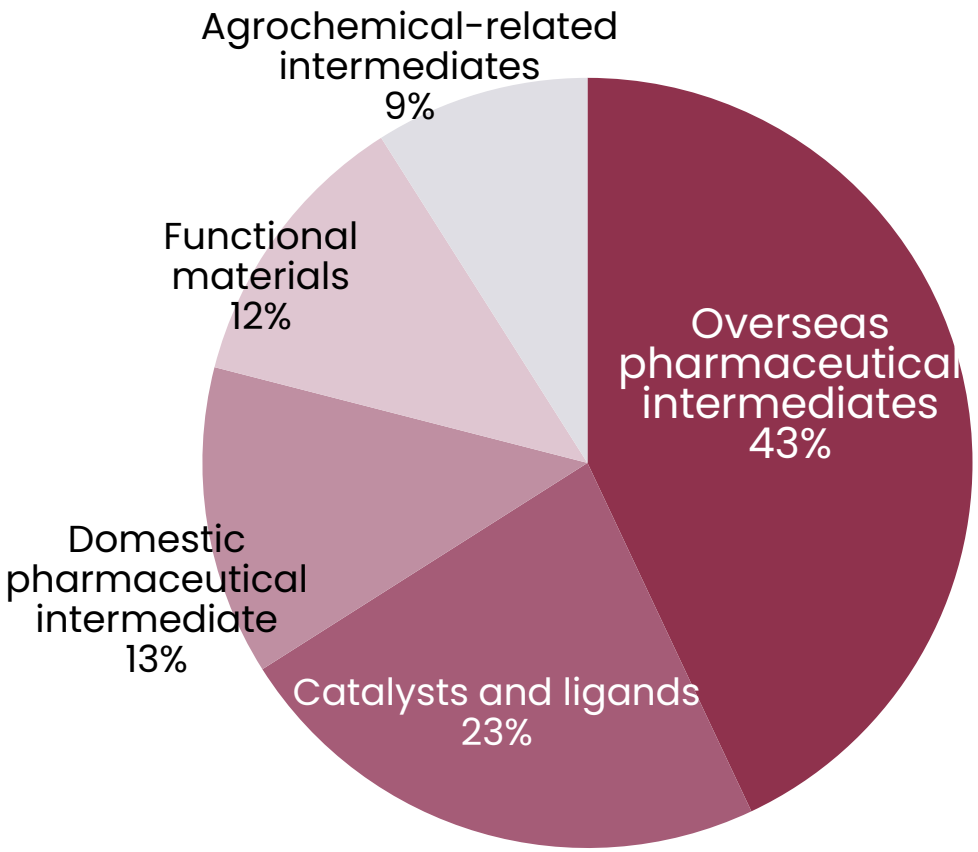
FY2025 2Q



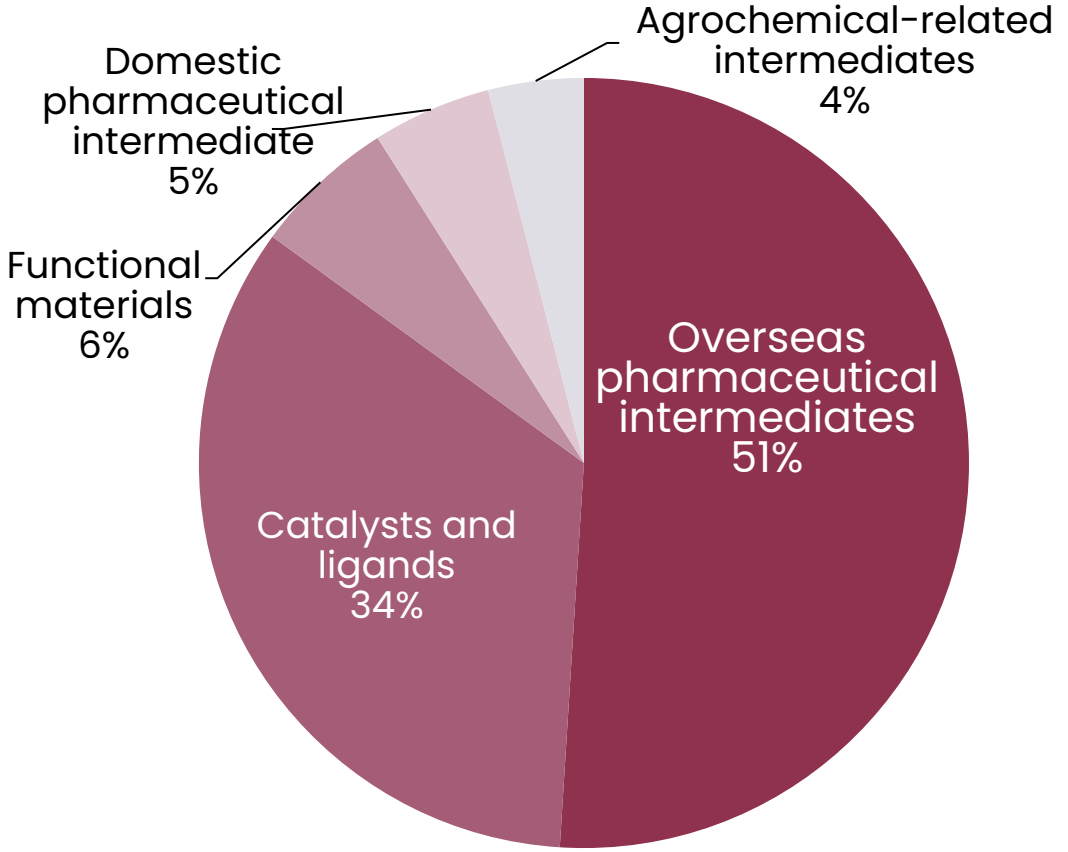
FY2026 2Q

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Fine Chemicals Business Net sales by category



FY2025 2Q



FY2026 2Q

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