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Securities code: 4958
December 5, 2022

To Our Shareholders

Takao Umino
President & CEO
T. HASEGAWA CO., LTD.
4-4-14, Nihonbashi-honcho, Chuo-ku, Tokyo

Notice of Convocation of the 61st Annual General Meeting of Shareholders

We are pleased to announce the 61st Annual General Meeting of Shareholders of T. HASEGAWA CO., LTD. (the “Company”), which will be held as described below.

We request that for this General Meeting of Shareholders, shareholders refrain from traveling to the venue of the meeting and exercise their voting rights in writing (by mail) or via the internet prior to the meeting since we dramatically reduced the number of seats to ensure space between seats and thus prevent the spread of COVID-19.

Please exercise your voting rights no later than 5:30 p.m. on Wednesday, December 21, 2022 (JST) after reviewing the attached Reference Documents for General Meeting of Shareholders.

- 1. Date and Time:** Thursday, December 22, 2022, at 10:00 a.m.
(The reception will commence at 9:00 a.m.)
- 2. Venue:** Nomura Conference Plaza Nihonbashi, 6F, Grand Hall
Nihonbashi Muromachi Nomura Building (YUITO),
2-4-3, Nihonbashi-muromachi, Chuo-ku, Tokyo
◎ We will arrange the venue with sufficient space between seats, and will significantly reduce the number of seats than usual. Please be aware that there will be no souvenirs provided.

3. Purpose of the Meeting

Matters to be reported

1. The business report, the consolidated financial statements and audit reports of the Accounting Auditors and the Audit & Supervisory Board for the consolidated financial statements for the 61st term (from October 1, 2021 to September 30, 2022)
2. The non-consolidated financial statements for the 61st term (from October 1, 2021 to September 30, 2022)

Matters to be resolved

- | | |
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| Proposal 1 | Amendment to the Articles of Incorporation |
| Proposal 2 | Election of eight (8) Directors |

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- ◎ Because the status of stock acquisition rights, the system for ensuring properness of operations, the outline of the operating status of system for ensuring properness of operations, the consolidated statements of changes in equity, the notes to consolidated financial statements, the non-consolidated statements of changes in equity and the notes to non-consolidated financial statements, which must be provided at the time of providing this Notice of Convocation, are reported on the Company's website (<https://www.t-hasegawa.co.jp/>) in accordance with the provisions of laws and regulations and Article 17 of the Articles of Incorporation of the Company, they are not provided in the attached documents to this Notice of Convocation (the aforementioned items disclosed on the website are available in Japanese only). Accordingly, the attached documents to this Notice of Convocation constitute a part of the documents that were audited by the Audit & Supervisory Board Members and the Accounting Auditors in preparing the audit reports.
 - ◎ Any corrections to the Reference Documents for General Meeting of Shareholders, business report, consolidated or non-consolidated financial statements will be published on the Company's website (<https://www.t-hasegawa.co.jp/>). The corrections in these documents will be available in Japanese only.

Reference Documents for General Meeting of Shareholders

Proposal 1 Amendment to the Articles of Incorporation

1. Reasons for the amendment

Since the revised provisions provided for in the proviso to Article 1 of the Supplementary Provisions of the Act Partially Amending the Companies Act (Act No. 70 of 2019) started to be enforced on September 1, 2022, the Company proposes to make the following amendments to its Articles of Incorporation as a system for providing informational materials for the general meeting of shareholders in electronic format has been introduced.

- (1) Article 17 (Measures, etc. for Providing Information in Electronic Format), Paragraph 1 in proposed amendment will be newly established because it is required that the Articles of Incorporation stipulate that the Company shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format.
- (2) Article 17 (Measures, etc. for Providing Information in Electronic Format), Paragraph 2 in proposed amendment will be newly established to limit the scope of items for which the measures for providing information in electronic format will be taken that are included in paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents to those items designated by the Ministry of Justice Ordinance.
- (3) Since with the introduction of a system for providing information in electronic format, the provisions of the current Article 17 (Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.) will no longer be required, they will be deleted.
- (4) Supplementary provisions regarding the aforementioned provisions to be deleted coming into effect will be established. These supplementary provisions will be deleted after the designated date.

2. Details of amendments

The details of amendments are as follows:

(Underlined parts have been amended.)

Current Articles of Incorporation	Proposed amendment
<p><u>(Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.)</u></p> <p><u>Article 17</u></p> <p><u>When the Company convenes a general meeting of shareholders, if it discloses information that is to be stated or presented in the reference documents for the general meeting of shareholders, business report, financial statements and consolidated financial statements through the internet in accordance with the provisions prescribed by the Ministry of Justice Ordinance, it may be deemed that the Company has provided this information to shareholders.</u></p> <p>(Newly established)</p>	<p>(Delete)</p> <p><u>(Measures, etc. for Providing Information in Electronic Format)</u></p> <p><u>Article 17</u></p> <p>1. <u>When the Company convenes a general meeting of shareholders, it shall take measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. in electronic format</u></p> <p>2. <u>Among items for which the measures for providing information in electronic format will be taken, the Company may exclude all or some of those items designated by the Ministry of Justice Ordinance from statements in the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents by the record date of voting rights.</u></p>

Current Articles of Incorporation	Proposed amendment
(Newly established)	<p data-bbox="802 237 1074 259"><u>(Supplementary Provisions)</u></p> <p data-bbox="802 271 890 293"><u>Article 1</u></p> <p data-bbox="802 304 1393 517">1. <u>Notwithstanding the provision(s) of Article 17 (Measures, etc. for Providing Information in Electronic Format), in proposed amendment, Article 17 of the pre-amended Articles of Incorporation (Internet Disclosure and Deemed Provision of Reference Documents for the General Meeting of Shareholders, Etc.) shall remain effective regarding any general meeting of shareholders held on a date within six months from September 1, 2022.</u></p> <p data-bbox="802 528 1393 654">2. <u>These Supplementary Provisions shall be deleted on the date when six months have elapsed from the September 1, 2022, or three months have elapsed from the date of the general meeting of shareholders in the preceding paragraph, whichever is later.</u></p>

Proposal 2 Election of eight (8) Directors

The terms of office of all eight (8) Directors will expire at the conclusion of this Annual General Meeting of Shareholders. In that regard, we request the election of eight (8) Directors. Nomination of the candidates for Director has passed through the deliberation process by the voluntary Appointment Committee of which a majority of the members are independent outside Directors.


The candidates for Director are as follows:


No.	Name		Position in the Company	
1	Takao Umino	(male)	President & CEO	Re-election
2	Yoshiaki Chino	(male)	Representative Director & Deputy President	Re-election
3	Minoru Nakamura	(male)	Director & Senior Executive Vice President	Re-election
4	Tetsuya Nakamura	(male)	Director & Executive Vice President	Re-election
5	Koichiro Kato	(male)	Director & Executive Vice President	Re-election
6	Shingo Ohkado	(male)	Outside Director	Re-election Outside Independent
7	Takao Yuhara	(male)	Outside Director	Re-election Outside Independent
8	Akiko Izumi	(female)	Outside Director	Re-election Outside Independent


Re-election: Candidate for Director to be re-elected


Outside: Candidate for outside Director

Independent: Independent director/auditor as defined by the securities exchange


No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
1 Re-election	 <p>Takao Umino (March 22, 1947)</p>	<p>Apr. 1970 Joined The Mitsui Bank, Limited (now Sumitomo Mitsui Banking Corporation)</p> <p>Jun. 2004 Representative Director and President of Sakura Card Co., Ltd. (now SMBC Finance Service Co., Ltd.)</p> <p>Jun. 2008 Joined the Company; Senior Advisor</p> <p>Dec. 2008 Director & Senior Executive Vice President of the Company, second in charge of Administration</p> <p>Dec. 2009 In charge of Administration</p> <p>Dec. 2010 In charge of Overseas Business (now Global Business)</p> <p>Dec. 2014 Director, Deputy President & CFO of the Company</p> <p>Nov. 2017 President & COO of the Company</p> <p>Dec. 2021 President & CEO of the Company (present)</p> <p>(Responsibilities in the Company) In charge of Audit Division and Quality Assurance Division</p> <p>(Important concurrent positions) Director (Chairman) of T. HASEGAWA U.S.A., INC. Director (Chairman) of MISSION FLAVORS & FRAGRANCES, INC.</p>	15,500
<p>[Reasons for nomination as a candidate for Director] As President & CEO of the Company, Mr. Umino demonstrates superior leadership in his role of being in charge of the Company as a whole, and supervises the execution of business of the Company. From his long-standing and abundant experience in the financial sector and in the area of global business, he possesses a broad range of specialist knowledge and keen insight into the overall corporate management and global business operations. Since assuming office as President in 2017, he has focused on the establishment of an organizational foundation that can flexibly respond to changes in the business environment, reform of awareness, and development of human resources. To achieve growth in overseas markets, which is included in the Company's basic policy, he has proactively promoted global strategies, such as leading an acquisition project by a U.S. subsidiary. We have nominated him as a candidate for Director as we expect he will continue to contribute to the sustainable growth of the Company and the improvement of corporate value.</p> <p>[Special interest between the candidate and the Company] There is no special interest between him and the Company.</p> <p>[Outline of details of directors and officers liability insurance policy] The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. He is currently a Director of the Company and is included as an insured in said insurance policy. If his re-election is approved, he will continue to be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during his term of office.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
2 Re-election	 Yoshiaki Chino (January 25, 1950)	Apr. 1972 Joined the Company Dec. 2003 Executive General Manager; General Manager of Food Materials Division of the Company Dec. 2006 Senior Vice President; Deputy General Manager of Fukaya Production Center of the Company Dec. 2007 General Manager of Fukaya Production Center of the Company Dec. 2011 Executive Vice President of the Company Dec. 2014 Director & Senior Executive Vice President of the Company Nov. 2015 President of T. HASEGAWA FLAVOURS AND FRAGRANCES (SHANGHAI) CO., LTD. Oct. 2018 General Manager of R&D Center of the Company Oct. 2020 Director, Deputy President of the Company General Manager of Business Solution Division of the Company (present) Dec. 2021 Representative Director & Deputy President (present) (Responsibilities in the Company) In charge of Business Solutions Planning Department	10,280
<p>[Reasons for nomination as a candidate for Director] As Representative Director, Mr. Chino has been appropriately fulfilling such roles as making decisions on important matters of management and supervising the execution of business. He has served in key positions in the Company over many years, in the areas of research, production, procurement, etc. and possesses broad and abundant knowledge in the technical area overall. As General Manager of R&D Center of the Company since October 2018, he has led the organizational revitalization and productivity improvement of Research & Development, and from October 2020, as General Manager of Business Solution Division of the Company, which is in charge of research, sales, and marketing, he is promoting the creation of an organization that provides customers with accurate solutions that take advantage of the Company's comprehensive strength. We have nominated him as a candidate for Director as we expect he will continue to contribute to the sustainable growth of the Company and the improvement of corporate value.</p> <p>[Special interest between the candidate and the Company] There is no special interest between him and the Company.</p> <p>[Outline of details of directors and officers liability insurance policy] The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. He is currently a Director of the Company and is included as an insured in said insurance policy. If his re-election is approved, he will continue to be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during his term of office.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
3 Re-election	 Minoru Nakamura (September 5, 1955)	<p>Apr. 1981 Joined Nippon Kokan Ltd. (now JFE Engineering Corporation)</p> <p>Aug. 1988 Joined The Mitsui Bank, Limited (now Sumitomo Mitsui Banking Corporation)</p> <p> Seconded to Mitsui Institute of Research Inc. (now The Japan Research Institute, Limited)</p> <p>Sep. 2006 Joined the Company; Chief Administrator, Corporate Planning Division</p> <p>Dec. 2011 Executive General Manager; General Manager of Corporate Planning Division, and General Manager of Information Systems Division of the Company</p> <p>Dec. 2013 Senior Vice President of the Company</p> <p>Dec. 2015 Executive Vice President; General Manager of Corporate Planning Division, and General Manager of Human Resources Division of the Company</p> <p>Dec. 2017 Director & Executive Vice President of the Company</p> <p>Oct. 2020 Director & Senior Executive Vice President of the Company (present)</p> <p>(Responsibilities in the Company) In charge of Administration</p> <p>(Important concurrent positions) Representative Director and President of T. HASEGAWA BUSINESS SERVICE CO., LTD.</p>	12,100
<p>[Reasons for nomination as a candidate for Director] As Director, Mr. Nakamura has been appropriately fulfilling such roles as making decisions on important matters of management and supervising the execution of business. Having experience in management consulting and having served in key positions in the Company's Administration, he possesses abundant specialist knowledge relating to overall management and keen insight. As Senior Executive Vice President of the Company, he is in charge of Administration and promotes various measures that lead to improvement of medium- to long-term performance, such as compliance, risk management, operational streamlining, human resources development, and sustainability-oriented business strategies. We have nominated him as a candidate for Director as we expect he will continue to contribute to the sustainable growth of the Company and the improvement of corporate value.</p> <p>[Special interest between the candidate and the Company] There is no special interest between him and the Company.</p> <p>[Outline of details of directors and officers liability insurance policy] The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. He is currently a Director of the Company and is included as an insured in said insurance policy. If his re-election is approved, he will continue to be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during his term of office.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
4 Re-election	 <p>Tetsuya Nakamura (March 12, 1959)</p>	<p>Apr. 1982 Joined the Company</p> <p>Apr. 2002 General Manager of Department No. 6, Technical Research Institute of the Company</p> <p>Dec. 2011 Executive General Manager of the Company</p> <p>Dec. 2013 Deputy General Manager of Technical Research Institute of the Company</p> <p>Dec. 2014 Senior Vice President of the Company</p> <p>Jan. 2016 General Manager of Innovative Research Institute</p> <p>Oct. 2018 General Manager of Technical Research Institute of the Company</p> <p>Oct. 2019 Executive Vice President and Deputy General Manager of R&D Center of the Company</p> <p>Oct. 2020 General Manager of R&D Center of the Company (present)</p> <p>Dec. 2021 Director & Executive Vice President of the Company (present)</p> <p>(Responsibilities in the Company) In charge of Research & Development and second in charge of Quality Assurance Division and Business Solutions Planning Department</p>	6,182
<p>[Reasons for nomination as a candidate for Director] As Director, Mr. Nakamura has been appropriately fulfilling such roles as making decisions on important matters of management and supervising the execution of business. He has abundant experience and broad knowledge, having served in key positions in the Company over many years in the area of R&D. As an Executive Vice President, he is in charge of Research & Development, facilitates organic cooperation between Research & Development and other departments, acceleration of Research & Development, and further improvements in technological development capability through organizational and work reforms and other initiatives, and promotes strategic research and development. We have nominated him as a candidate for Director as we expect he will continue to contribute to the sustainable growth of the Company and the improvement of corporate value.</p> <p>[Special interest between him and the Company] There is no special interest between the candidate and the Company.</p> <p>[Outline of details of directors and officers liability insurance policy] The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. He is currently a Director of the Company and is included as an insured in said insurance policy. If his re-election is approved, he will continue to be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during his term of office.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
5 Re-election	 Koichiro Kato (September 9, 1958)	Apr. 1983 Joined Mitsubishi Corporation Dec. 1987 Worked at the Yanbu Office in Saudi Arabia of Mitsubishi Corporation Dec. 1996 Worked as an overseas resident employee in Southeast Asia (Thailand, Indonesia, and Myanmar) Sep. 2011 Joined International Medical Volunteers Japan Heart (served as Secretary General of Board of Directors and Full-time Director of Board of Directors) Jul. 2017 Joined the Company; Senior Advisor of Global Business Division Jan. 2018 Senior Vice President of the Company Apr. 2018 Seconded to Peresscol Sdn.Bhd. (now T HASEGAWA FLAVOURS (KUALA LUMPUR) SDN.BHD.) (Malaysia) Oct. 2018 Director of Peresscol Sdn.Bhd. (now T HASEGAWA FLAVOURS (KUALA LUMPUR) SDN.BHD.) (Malaysia) Director (Chairman) of T.HASEGAWA(SOUTHEAST ASIA) CO., LTD. (Thailand) President Commissioner of PT.HASEGAWA FLAVOURS AND FRAGRANCES INDONESIA Oct. 2020 Executive Vice President of the Company General Manager of Business Solutions Planning Department of the Company Dec. 2021 Director & Executive Vice President of the Company (present) (Responsibilities in the Company) In charge of Sales and Marketing Division, and second in charge of Business Solutions Planning Department	2,000
<p>[Reasons for nomination as a candidate for Director] As Director, Mr. Kato has been appropriately fulfilling such roles as making decisions on important matters of management and supervising the execution of business. In addition to possessing a wealth of knowledge and broad experience pertaining to the global sector cultivated through his service at a general trading company over many years, he was involved in management as a Director of a local corporation based in Malaysia, and devised and promoted the strategy for the entirety of the Southeast Asian region as the supervisor of said region. He is in charge of Sales and Marketing Division as an Executive Vice President and has been promoting the reinforcement of cooperation among sales, research & development, and marketing, operational reforms and various other measures with a view to further enhancing the system linking Company proposals to customer success. We have nominated him as a candidate for Director as we expect he will continue to contribute to the sustainable growth of the Company and the improvement of corporate value.</p> <p>[Special interest between the candidate and the Company] There is no special interest between him and the Company.</p> <p>[Outline of details of directors and officers liability insurance policy] The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. He is currently a Director of the Company and is included as an insured in said insurance policy. If his re-election is approved, he will continue to be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during his term of office.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
6 Re-election Outside Independent	 Shingo Ohkado (September 22, 1946)	Apr. 1971 Joined TOPPAN PRINTING CO., LTD. Jan. 1979 Director of the Australian subsidiary of TOPPAN PRINTING CO., LTD. (worked in Sydney until March 1987) Jan. 1991 Vice President, Head of Sales and Marketing of Toppan USA, Inc. (worked in New York until March 1998) Mar. 1998 Served as General Manager of Overseas Sales Promotion, Information & Publication Division, and General Manager of Sales and Marketing of TOPPAN PRINTING CO., LTD. until Mar. 2000. Mar. 2000 President & CEO of Toppan USA, Inc. (worked in New York) Mar. 2003 Head of International Division of TOPPAN PRINTING CO., LTD. Jun. 2004 Director, Head of International Division of TOPPAN PRINTING CO., LTD. Jun. 2008 Managing Director, Head of International Division of TOPPAN PRINTING CO., LTD. Jun. 2011 Outside audit & supervisory board member of Toyo Ink SC Holdings Co., Ltd. Dec. 2014 Outside Audit & Supervisory Board Member of the Company Dec. 2015 Outside Director of the Company (present)	0

[Special notes on candidate for outside Director]

Mr. Ohkado is a candidate for outside Director as provided by Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act.

He is presently an outside Director of the Company. At the conclusion of this Annual General Meeting of Shareholders, his term of office as an outside Director will have been seven (7) years. His total term of office, including his time as an outside Audit & Supervisory Board Member, will have been eight (8) years.

[Reasons for nomination as a candidate for outside Director and outline of the expected role]

He engaged in overseas sales, the management of a local corporation based in the U.S., and other global duties at a major printing company. Utilizing his keen insight as well as his wealth of experience and broad knowledge cultivated through that career, he proactively offers advice and suggestions for securing the appropriateness and properness of decision-making by the Board of Directors from a neutral and objective point of view in his capacity as Outside Director. The Company expects that he will continue to fulfill these roles in the future.

We have nominated him as a candidate for Outside Director as we believe that he will appropriately fulfill these roles and contribute to the reinforcement of the decision-making functions and supervisory functions of the Board of Directors.

[Special interest between the candidate and the Company]

There is no special interest between him and the Company.

[Matters concerning independent director/auditor]


The Company presently specifies him as an independent director/auditor in accordance with the rules of Tokyo Stock Exchange and has submitted notification to the same. If his re-election is approved, the Company intends to continuously specify him as an independent director/auditor.

[Outline of details of contract for limitation of liability]

The Company presently enters into a contract for limitation of liability with him in accordance with the provisions of Article 427, paragraph (1) of the Companies Act, where the upper limit of liability for damages under the provisions of Article 423, paragraph (1) of the Companies Act shall be the minimum liability amount as provided by laws and regulations. If his re-election is approved, the Company intends to continue the said contract.

[Outline of details of directors and officers liability insurance policy]

The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. He is currently a Director of the Company and is included as an insured in said insurance policy. If his re-election is approved, he will continue to be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during his term of office.

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
7 Re-election Outside Independent	 Takao Yuhara (June 7, 1946)	<p>Apr. 1969 Joined Nippon Chemical Industrial Co., Ltd.</p> <p>May 1971 Joined Sony Corporation (now Sony Group Corporation)</p> <p>Mar. 1987 Deputy President of Sony International (Singapore) Ltd.</p> <p>Jun. 2003 Corporate Senior Vice President and Group CFO of Sony Corporation (now Sony Group Corporation)</p> <p>Jun. 2004 Corporate Executive, Officer in charge of Finance and IR of Sony Corporation</p> <p>Dec. 2007 Managing Executive Officer of Zensho Co., Ltd. (now ZENSHO HOLDINGS CO., LTD.)</p> <p>Jun. 2008 Director of Zensho Co., Ltd. (now ZENSHO HOLDINGS CO., LTD.)</p> <p>Jun. 2008 Outside Audit & Supervisory Board Member of Ricoh Company, Ltd.</p> <p>May 2011 Managing Director and CFO of Zensho Co., Ltd. (now ZENSHO HOLDINGS CO., LTD.)</p> <p>Jun. 2013 Outside Audit & Supervisory Board Member of mofiria Corporation</p> <p>Jun. 2014 Outside Audit & Supervisory Board Member of KAMEDA SEIKA CO., LTD.</p> <p>Jun. 2015 Outside Audit & Supervisory Board Member of Leopalace21 Corporation (present)</p> <p>Dec. 2015 Outside Audit & Supervisory Board Member of the Company</p> <p>Dec. 2019 Outside Director of the Company (present)</p> <p>(Important concurrent positions) Outside Audit & Supervisory Board Member of Leopalace21 Corporation</p>	0

[Special notes on candidate for outside Director]

Mr. Yuhara is a candidate for outside Director as provided by Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act.

He is presently an outside Director of the Company. At the conclusion of this Annual General Meeting of Shareholders, his term of office as an outside Director will have been three (3) years. His total term of office, including his time as an outside Audit & Supervisory Board Member, will have been seven (7) years.

[Reasons for nomination as a candidate for outside Director and outline of the expected role]

Based on his keen insight and broad experience regarding corporate management cultivated through many years of experience, he proactively offers advice and suggestions for securing the appropriateness and properness of decision-making by the Board of Directors from a neutral and objective point of view in his capacity as Outside Director. The Company expects that he will continue to fulfill these roles in the future.

We have nominated him as a candidate for Outside Director as we believe that he will appropriately fulfill these roles and contribute to the reinforcement of the decision-making functions and supervisory functions of the Board of Directors.

During 2018 and 2019, at Leopalace21 Corporation, where he currently serves as an outside Audit & Supervisory Board Member upon his appointment to the position in June 2015, authorities found cases where apartment buildings Leopalace21 Corporation constructed in the past were equipped with inadequate partition walls, and furthermore that partition walls, external walls and ceilings did not comply with legal specifications. Although he had been unaware of the situation until it came to light, he had been calling attention to such matters on a regular basis by making recommendations from a compliance perspective at meetings of Leopalace21 Corporation's Board of Directors and other such forums. Subsequent to the situation coming to light, he has been appropriately fulfilling his responsibilities in that regard, particularly in terms of investigating all facts, pinpointing the causes, preventing recurrence and enhancing governance.

[Special interest between the candidate and the Company]

There is no special interest between him and the Company.

[Matters concerning independent director/auditor]


The Company presently specifies him as an independent director/auditor in accordance with the rules of Tokyo Stock Exchange and has submitted notification to the same. If his re-election is approved, the Company intends to continuously specify him as an independent director/auditor.

[Outline of details of contract for limitation of liability]

The Company presently enters into a contract for limitation of liability with him in accordance with the provisions of Article 427, paragraph (1) of the Companies Act, where the upper limit of liability for damages under the provisions of Article 423, paragraph (1) of the Companies Act shall be the minimum liability amount as provided by laws and regulations. If his re-election is approved, the Company intends to continue the said contract.

[Outline of details of directors and officers liability insurance policy]

The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. He is currently a Director of the Company and is included as an insured in said insurance policy. If his re-election is approved, he will continue to be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during his term of office.

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company (Important concurrent positions)	Number of Company's shares held
8 Re-election Outside Independent	 Akiko Izumi (December 2, 1961)	<p>Mar. 1984 Joined Fukutake Publishing Co., Ltd. (now Benesse Corporation)</p> <p>Mar. 1987 News announcer of Nippon Shortwave Broadcasting Corporation (now NIKKEI RADIO BROADCASTING CORPORATION) until February 1988</p> <p>Mar. 1988 Freelance announcer/caster until March 2000</p> <p>Sep. 2000 Daily Life and Economic Journalist /Certified Financial Planner (CFP®) /Human Resource Development Consultant (present)</p> <ul style="list-style-type: none"> • Promoted lectures, training sessions and consulting activities mainly focused on work style reform, the promotion of women's active participation in the workplace, human resources development and effective communication. She also served as a member of the advisory board or as a part-time officer at companies and public interest incorporated foundations, and as a committee member at public institutions. <p>Sep. 2007 Established Platinum Concierge Co., Ltd.; Representative Director and President</p> <p>Aug.2016 Director and Chairman of Platinum Concierge Co., Ltd.</p> <p>Jan. 2021 Counselor of Platinum Concierge Co., Ltd. (present)</p> <p>Dec. 2021 Outside Director of the Company (present)</p> <p>(Important concurrent positions) Board Member of Japan Pension Service Part-time Director of The Nippon Foundation</p>	0

[Special notes on candidate for outside Director]

Ms. Izumi is a candidate for outside Director as provided by Article 2, paragraph (3), item (vii) of the Regulation for Enforcement of the Companies Act.

She is presently an outside Director of the Company. At the conclusion of this Annual General Meeting of Shareholders, her term of office as an outside Director will have been one (1) year.

[Reasons for nomination as a candidate for outside Director and outline of the expected role]

Leveraging her keen insight cultivated through her experience in professions such as daily life and economic journalist and financial planner as well as specialization in sectors such as work style reforms, human resource development, and diversity promotion, she actively offers advice and suggestions on matters for securing the appropriateness and properness of decision-making by the Board of Directors from a neutral and objective point of view as an outside Director. The Company expects that she will continue to fulfill these roles in the future.

We have nominated her as a candidate for Outside Director as we believe that she will appropriately fulfill these roles and contribute to the reinforcement of the decision-making functions and supervisory functions of the Board of Directors.

[Special interest between the candidate and the Company]

There is no special interest between her and the Company.

[Matters concerning independent director/auditor]

The Company presently specifies her as an independent director/auditor in accordance with the rules of Tokyo Stock Exchange and has submitted notification to the same. If her re-election is approved, the Company intends to continuously specify her as an independent director/auditor.

[Outline of details of contract for limitation of liability]

The Company presently enters into a contract for limitation of liability with her in accordance with the provisions of Article 427, paragraph (1) of the Companies Act, where the upper limit of liability for damages under the provisions of Article 423, paragraph (1) of the Companies Act shall be the minimum liability amount as provided by laws and regulations. If her re-election is approved, the Company intends to continue the said contract.

[Outline of details of directors and officers liability insurance policy]

The Company has entered into a directors and officers liability insurance policy, as provided for in Article 430-3, paragraph (1) of the Companies Act, with an insurance company. The policy covers compensation for damages and litigation expenses, etc., that insureds are liable for in cases where a claim for damages has been filed by shareholders or a third party, etc. She is currently a Director of the Company and is included as an insured in said insurance policy. If her re-election is approved, she will be included as an insured in said insurance policy. The Company intends to renew this insurance policy with the same terms and conditions during her term of office.

Skill Matrix

Note: The skill matrix of the candidates stated in this Notice of Convocation of Annual General Meeting of Shareholders should they be elected in accordance with the original proposals herein is as follows.

Name	Managerial position (planned)	Specific utilizable skills possessed among specialized skills required by the Company									
		Corporate management & strategies	ESG & sustainability	Quality	Sales & marketing	R&D	Production	Global strategies	Accounting & finance	Human resources	Legal, compliance, risk management
Takao Umino	President & CEO	●	●	●	●			●	●	●	●
Yoshiaki Chino	Representative Director & Deputy President	●	●	●	●	●	●	●			●
Minoru Nakamura	Director & Senior Executive Vice President	●	●				●		●	●	●
Tetsuya Nakamura	Director & Executive Vice President			●		●					●
Koichiro Kato	Director & Executive Vice President	●			●			●			●
Shingo Ohkado	Outside Director	●			●			●			●
Takao Yuhara	Outside Director	●						●	●		
Akiko Izumi	Outside Director	●	●		●					●	
Takehiro Matsumoto	Full-time Audit & Supervisory Board Member	●						●	●	●	●
Tomoyoshi Arita	Outside Audit & Supervisory Board Member								●		●
Kazuhiro Yamamura	Outside Audit & Supervisory Board Member							●	●		●
Junko Imura	Outside Audit & Supervisory Board Member								●		

Business Report

(Fiscal year ended September 30, 2022)

1. Current status of the corporate group

(1) Business conditions for the fiscal year ended September 30, 2022

(i) Business activities and results

During the consolidated fiscal year under review, the outlook for the Japanese economy remained uncertain due to concerns about the impact of the protracted conflict in Ukraine, soaring raw material and resource prices, and the rapid depreciation of the yen on domestic and overseas economic activities amid the continuing impact of COVID-19.

The flavor and fragrance industry remained in a severe situation due largely to maturation of the domestic market, fiercer competition among peers, and growing demand for quality assurance.

Under this environment, giving primary consideration to quality control of products and securing of safety, the Group worked to further improve research and technology development capabilities and focused on development of the Company's unique high quality and high value-added products.

Moreover, earnings performance of U.S.-based MISSION FLAVORS & FRAGRANCES, INC. ("MISSION"), which newly became a consolidated subsidiary in December 2020, contributed to consolidated operating results of the Group for the whole fiscal year (nine-month results from January 1, 2021 to September 30, 2021 for the fiscal year ended September 30, 2021).

The Thai subsidiary T. HASEGAWA (SOUTHEAST ASIA) CO., LTD. and the Taiwanese subsidiary T. HASEGAWA FLAVOURS AND FRAGRANCES (TAIWAN) CO., LTD., which had been non-consolidated subsidiaries, were newly included in the scope of consolidation starting from the fiscal year under review due to their increased importance to the Group.

In the fiscal year ended September 30, 2022, net sales increased year on year, amounting to ¥62,398 million (up 11.9% year on year). The Company's non-consolidated net sales increased by 4.9% year on year. As for net sales of major overseas consolidated subsidiaries, net sales of subsidiaries in the U.S. (including MISSION) increased by 32.3% year on year (up 14.3% on a local currency basis), those of subsidiaries in China increased by 13.0% (down 1.4% on a local currency basis), and those of subsidiaries in Malaysia increased by 36.0% (up 22.7% on a local currency basis).

As for profit, the Group recorded operating profit of ¥8,051 million (up 17.4% year on year), ordinary profit of ¥9,075 million (up 21.6% year on year), and profit attributable to owners of parent of ¥8,007 million (up 18.4% year on year) for the fiscal year ended September 30, 2022.

The following is a discussion of business conditions by division.

Flavor Division

The Flavor Division handles flavors and various extracts used in beverages, frozen desserts, confectionary, instant noodle soup and other such products, as well as processed fruit products and natural colorings. Net sales of the Flavor Division increased by 13.0% year on year, amounting to ¥54,359 million due mainly to an increase in non-consolidated sales of the Company and an increase in net sales of subsidiaries in the U.S. (including MISSION), as well as the inclusion of subsidiaries in Thailand and Taiwan in the scope of consolidation.

Fragrance Division

The Fragrance Division handles fragrances used in cosmetics, soaps, shampoos, detergents, air fresheners and so on. Net sales of the Fragrance Division increased by 5.2% year on year, amounting to ¥8,039 million due mainly to an increase in non-consolidated sales of the Company.

(ii) Capital investments

Capital investments by the Group in the fiscal year ended September 30, 2022 totaled ¥4,306 million, mainly for the purpose of maintaining and updating manufacturing facilities at existing plants, the construction of a second plant at a subsidiary in the U.S., which went into full operation in June 2022, and construction of a new research building at a Chinese subsidiary.

(iii) Financing

All funds required by the Group in the fiscal year ended September 30, 2022 were provided entirely from cash on hand, and Group companies did not raise significant financing from outside sources.

(iv) Transfer of business, absorption-type company split, or incorporation-type company split

Not applicable.

(v) Transfer of business from other companies

Not applicable.

(vi) Succession of rights and obligations regarding the business of other corporations due to an absorption-type merger or an absorption-type split

Not applicable.

(vii) Acquisition or disposal of equity interests or share acquisition rights of other companies

Not applicable.

(2) Assets and profit and loss for the last three fiscal years

Category	58th Fiscal Year (Ended September 30, 2019)	59th Fiscal Year (Ended September 30, 2020)	60th Fiscal Year (Ended September 30, 2021)	61st Fiscal Year (Fiscal Year under Review) (Ended September 30, 2022)
Net sales (Millions of yen)	50,493	50,192	55,755	62,398
Profit attributable to owners of parent (Millions of yen)	4,121	5,090	6,763	8,007
Earnings per share (Yen)	99.07	122.79	163.63	194.65
Total assets (Millions of yen)	113,863	113,445	120,945	133,553
Net assets (Millions of yen)	90,344	92,218	98,301	111,017
Net assets per share (Yen)	2,174.84	2,217.96	2,385.69	2,692.34

Note: Effective October 1, 2021, the Company applied the “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020), etc. and these accounting standards have been applied to the figures for assets and profit and loss for the fiscal year under review.

(3) Significant parent company and subsidiaries

(i) Status of parent company

Not applicable.

(ii) Significant subsidiaries

Company name	Share capital	Percentage of voting rights held by the Company	Principal business
T. HASEGAWA BUSINESS SERVICE CO., LTD.	JPY 100 million	100.0%	Processing and sales of agricultural and livestock products
T. HASEGAWA U.S.A., INC.	USD 199,700 thousand	100.0%	Import and export, manufacture and sales of various flavors and fragrances
MISSION FLAVORS & FRAGRANCES, INC.	USD 5 thousand	100.0% [100.0%]	Manufacture and sales of various food and beverage flavorings
T. HASEGAWA FLAVOURS AND FRAGRANCES (SHANGHAI) CO., LTD.	USD 16,000 thousand	100.0%	Import and export, manufacture and sales of various flavors and fragrances
T. HASEGAWA FLAVOURS (SUZHOU) CO., LTD.	USD 15,500 thousand	100.0%	Manufacture and sales of various food and beverage flavorings
T. HASEGAWA FLAVOURS AND FRAGRANCES (TAIWAN) CO., LTD.	TWD 10,800 thousand	100.0%	Sales of various flavors and fragrances
T HASEGAWA FLAVOURS (KUALA LUMPUR) SDN. BHD.	MYR 25,000 thousand	100.0%	Manufacture and sales of various food and beverage flavorings
T. HASEGAWA (SOUTHEAST ASIA) CO., LTD.	THB 103,000 thousand	100.0% [0.01%]	Sales of various flavors and fragrances
PT. HASEGAWA FLAVOURS AND FRAGRANCES INDONESIA	IDR 30,847,100 thousand	100.0% [0.1%]	Sales of various flavors and fragrances

Notes: 1. T. HASEGAWA (SOUTHEAST ASIA) CO., LTD. and T. HASEGAWA FLAVOURS AND FRAGRANCES (TAIWAN) CO., LTD. have been newly included in the scope of consolidation since the fiscal year under review due to their increased importance to the Group.

2. Figures in parentheses show indirect holdings included in percentage of voting rights held by the Company.

(iii) Specified wholly-owned subsidiaries as of the end of the fiscal year

Not applicable.

(iv) Other

Not applicable.

(4) Issues to be addressed

On September 15, 2022, a serious accident occurred at the Itakura Facility of the Company's Fukaya Production Center, resulting in the death of an employee and injuries of two other employees. The Company deeply regrets that such an accident occurred. The Company sincerely prays for the repose of the soul of the deceased employee and hopes for the speedy recovery of the injured employees. The Company would also like to express its deepest apologies for any inconvenience and concern caused to its shareholders, its customers, the authorities concerned, and many others.

In response to the accident, the Company established an Accident Investigation Committee, which worked to investigate the causes of the accident and formulate measures to prevent its recurrence. Details of the investigation into the cause of the accident by the Accident Investigation Committee and its recommendations for measures to prevent recurrence were announced on November 11, 2022 as "An Accident Resulting in the Death of an Employee of Our Company (Causes of accident, measures to prevent recurrence, and operating status)."

The Company takes the accident, which caused human casualties, very seriously, and to prevent recurrence of such an accident from happening again, the Company will promote activities to steadily implement the measures recommended by the Accident Investigation Committee, and to establish an effective management system.

While it is unclear when the COVID-19 pandemic will reach its end, the future of the Japanese economy is expected to remain uncertain, as there are concerns about the impact of the protracted conflict in Ukraine, soaring raw material and resource prices, the rapid depreciation of the yen, and rising prices of commodities.

The flavor and fragrance industry is also anticipated to remain in a severe situation due to further intensifying competition among companies for market share, increasing demand for quality assurance, and other factors.

Under this situation, with the declared commitment to building on a solid foundation of technology, the Group will conduct distinctive and differentiated product development by further improving research and technology development capabilities, and strive to reduce cost through an increase in productivity and promotion of streamlining of all aspects of operations.

Moreover, in order to flexibly respond to changes in the business environment and unforeseen circumstances and seek future growth of the Group, it is essential to further strengthen the global expansion while working to increase the share in the Japanese market where maturation is progressing in step with the falling birthrate and the aging population. The Group will efficiently invest managerial resources into our priority region, the U.S., as well as Asian regions, centering on China and Southeast Asia, to accurately capture the growth potential of the markets, consumer palatability, etc., and plan and promote a business strategy in line with changes in the business environment. In addition, the Group will implement investments to achieve sustainable growth into the future, aiming to enhance the business performance in overseas markets.

In Japan, under the Business Solution Division, which is in charge of sales, research, and marketing, on the research front, we will focus on brushing up existing technologies and developing new technologies after clarifying priority areas in order to promote strategic R&D, aiming to improve our technological development capabilities that will contribute to the sustainable growth of the Group. In addition, the Group will utilize collaboration among sales and marketing to enhance its market sense and competitive awareness, and differentiate itself from its competitors by developing products with its own unique features. The Group will also work to contribute to solving social issues using technologies developed in the flavor and fragrance business.

In the Flavor Division, with a priority on ensuring safety and security, the Group will continue striving to develop flavors that make health-conscious low sugar, low salt, and low fat foods delicious, as well as flavorings with outstanding stability and longevity. The Group will also put efforts into the development of flavors to substitute for food ingredients with the aim of solving social issues, including shortages of food resources.

In the Fragrance Division, the Group will focus on further expanding market share in Japan by conducting rigorous basic research and creating new fragrances with outstanding safety and stability. Overseas, the Group will work to create fragrances that are liked by local consumers based on the results of market surveys and acceptability studies.

In the area of sales, the Group will work to identify potential wants of customers and strengthen proposal capabilities through collaboration among research and marketing and use of market surveys and analysis. In addition, by providing targeted solutions that leverage the Company's comprehensive capabilities, the Group will aim to establish a position as a partner trusted by customers, as well as increasing its sales and share of sales through contributions to customer successes.

In the area of production, the Group will strengthen preventive maintenance against aging production facilities and promote systematic facility upgrades, while thoroughly implementing safety measures. In addition, the Group will promote coexistence with local residents by preventing the spread of odors around the plant and develop a system to reduce greenhouse gas (GHG) emissions over the long term. Furthermore, the Group will continue to take such initiatives as improving its manufacturing methods, reviewing its logistics system, and reducing loss and waste in an effort to lower manufacturing costs.

Overseas, under its strategy of steady global expansion through efficient allocation of management resources, the Group will maximize the strengths of T. HASEGAWA U.S.A., INC. and MISSION FLAVORS & FRAGRANCES, INC., which became a consolidated subsidiary in December 2020, to further realize synergy effects and continue to promote aggressive sales activities targeting local customers to expand our business performance in the U.S. market. In addition, the Group has been promoting a plan to build a second plant in Rancho Cucamonga, California, in order to establish a new production system in the U.S. In June 2022, the first phase of construction was completed and the second plant began operations. Through the operation of this second plant, the Group will promote the enhancement of production capacity and the efficiency of its production in the U.S.

In China, the Group will focus on developing new customers and cultivating existing customers through strategic sales activities utilizing our marketing functions, while thoroughly managing profits, with the aim to expand its business performance in terms of both sales and profits. The Group will also promote its new research building construction project to strengthen research functions and streamline operations.

In Southeast Asia, under its regional sales strategy, the Group is aiming to capture demand for flavors and fragrances that is expected to expand in the future and expand its business performance by strengthening sales activities through collaboration among sales personnel at its sites in Malaysia, Thailand, Indonesia, and in neighboring countries as well as utilization of its application laboratories.

We would like to ask for the continued support and cooperation of our shareholders.

(5) Principal business (as of September 30, 2022)

The Group consists of T. HASEGAWA CO., LTD., 11 subsidiaries, and one associate. The principal business is the manufacture, sale, import and export of various flavors and fragrances (perfumes and cosmetics fragrances, food and beverage flavorings, and artificial flavors and fragrances), various food additives, and food products.

(6) Major offices and facilities (as of September 30, 2022)

T. HASEGAWA CO., LTD.	The Company	Head Office	Chuo-ku, Tokyo
		Osaka Branch	Chuo-ku, Osaka-shi, Osaka
		Nagoya Sales Office	Naka-ku, Nagoya-shi, Aichi
		Sapporo Sales Office	Kita-ku, Sapporo-shi, Hokkaido
		R&D Center	Nakahara-ku, Kawasaki-shi, Kanagawa
		Fukaya Facility	Fukaya-shi, Saitama
		Itakura Facility	Itakura-machi, Oura-gun, Gunma
T. HASEGAWA BUSINESS SERVICE CO., LTD.	Subsidiary	Head Office	Chuo-ku, Tokyo
		Fine Foods Facility	Itakura-machi, Oura-gun, Gunma
T. HASEGAWA U.S.A., INC.	Subsidiary	Head Office and Facility	Cerritos, California, USA
		Facility	Rancho Cucamonga, California, USA
MISSION FLAVORS & FRAGRANCES, INC.	Subsidiary	Facility	Lake Forest, California, USA
T. HASEGAWA FLAVOURS AND FRAGRANCES (SHANGHAI) CO., LTD.	Subsidiary	Head Office and Facility	Pudong New Area, Shanghai, China
T. HASEGAWA FLAVOURS (SUZHOU) CO., LTD.	Subsidiary	Head Office and Facility	Suzhou Industrial Park, Suzhou, Jiangsu, China
SHANGHAI T. HASEGAWA FLAVOURS AND FRAGRANCES TRADING CO., LTD.	Subsidiary	Head Office	Shanghai Wai Gaoqiao Free Trade Zone, Shanghai, China
T. HASEGAWA FLAVOURS AND FRAGRANCES (TAIWAN) CO., LTD.	Subsidiary	Head Office	Taipei
T HASEGAWA FLAVOURS (KUALA LUMPUR) SDN. BHD.	Subsidiary	Head Office and Facility	Kuala Lumpur, Malaysia
T. HASEGAWA (SOUTHEAST ASIA) CO., LTD.	Subsidiary	Head Office	Bangkok, Thailand
PT. HASEGAWA FLAVOURS AND FRAGRANCES INDONESIA	Subsidiary	Head Office	South Jakarta, Indonesia

Note: In June 2022, the T. HASEGAWA U.S.A., INC. plant in Rancho Cucamonga, California began operations. Moreover, in June 2022, the plant in Corona, California, was closed.

(7) Employees (as of September 30, 2022)

(i) Status of employees of the corporate group

Number of employees	Change from the end of the previous fiscal year
1,843 [173]	+81 [−14]

Notes: 1. The number of employees is the number of people employed, and the average number of temporary employees is shown separately in square brackets.

2. Since the Group is engaged in a single business segment, the manufacture and sales of various flavors and fragrances, etc., information by business segment is not presented.

(ii) Status of the Company's employees

Number of employees	Change from the end of the previous fiscal year	Average age	Average years of service
1,107 [63]	+9 [−3]	43.9	17.3

Note: The number of employees is the number of people employed, and the average number of temporary employees is shown separately in square brackets.

(8) Principal lenders (as of September 30, 2022)

Information omitted as there are no borrowings.

(9) Other important matters regarding the current status of the corporate group

Not applicable.

2. Current status of the Company

(1) Status of shares (as of September 30, 2022)

- (i) Total number of authorized shares 160,000,000 shares
- (ii) Total number of issued shares 42,708,154 shares
- (iii) Number of shareholders 9,595
- (iv) Major shareholders (top 10 shareholders)

Shareholder name	Number of shares held (Hundreds of shares)	Shareholding ratio (%)
Hasegawa Totaro Shoten Co., Ltd.	66,206	16.09
JP MORGAN CHASE BANK 380055	49,150	11.94
The Master Trust Bank of Japan, Ltd. (Trust Account)	44,688	10.86
JP MORGAN CHASE BANK 385632	30,955	7.52
Hasegawa International Scholarship Foundation	20,000	4.86
RBC IST 15 PCT NON LENDING ACCOUNT — CLIENT ACCOUNT	13,907	3.38
Custody Bank of Japan, Ltd. (Trust Account)	11,450	2.78
T. HASEGAWA CO., LTD. Employee Shareholding Association	10,969	2.66
STATE STREET BANK AND TRUST COMPANY 505001	10,865	2.64
Ajinomoto Co., Inc.	9,000	2.18

Note: 1. The Company holds 1,562,744 shares of treasury stock, but is excluded from the above list of major shareholders.
2. Treasury stock is excluded in the calculation of shareholding ratios.

- (v) Status of shares granted to Company officers during the fiscal year as consideration for performance of duties

Not applicable.

(2) Status of Company Officers

(i) Directors and Audit & Supervisory Board Members (as of September 30, 2022)

Position in the Company	Name	Responsibilities in the Company (Important concurrent positions)
President & CEO	Takao Umino	President and Executive Officer, in charge of Auditing Division and Quality Assurance Division (Important concurrent positions) Director (Chairman) of T. HASEGAWA U.S.A., INC. Director (Chairman) of MISSION FLAVORS & FRAGRANCES, INC.
Representative Director	Yoshiaki Chino	Deputy President, in charge of Business Solutions Planning Department and Marketing Division, General Manager of Business Solution Division
Director	Minoru Nakamura	Senior Executive Vice President, in charge of Administration (Important concurrent positions) Representative Director and President of T. HASEGAWA BUSINESS SERVICE CO., LTD.
Director	Tetsuya Nakamura	Executive Vice President, in charge of Research & Development, second in charge of Quality Assurance Division, General Manager of R&D Center
Director	Koichiro Kato	Executive Vice President, in charge of Sales and second in charge of Marketing Division, General Manager of Business Solutions Planning Department
Outside Director	Shingo Ohkado	
Outside Director	Takao Yuhara	(Important concurrent positions) Outside Audit & Supervisory Board Member of Leopalace21 Corporation
Outside Director	Akiko Izumi	(Important concurrent positions) Board Member of Japan Pension Service Part-time Director of The Nippon Foundation
Full-time Audit & Supervisory Board Member	Takehiro Matsumoto	
Outside Audit & Supervisory Board Member	Tomoyoshi Arita	(Important concurrent positions) Attorney at law of GINZA CHUO LAW OFFICE External Director (Audit and Supervisory Committee Member) of WDB Holdings Co., Ltd.
Outside Audit & Supervisory Board Member	Kazuhito Yamamura	
Outside Audit & Supervisory Board Member	Junko Imura	(Important concurrent positions) Certified public accountant of Imura Accounting Office Visiting Professor of TAMA GRADUATE SCHOOL OF BUSINESS Outside Audit & Supervisory Board Member of Mitsui O.S.K. Lines, Ltd. Outside Director (Audit and Supervisory Committee Member) of Mitsubishi UFJ Trust and Banking Corporation

Notes: 1. Full-time Audit & Supervisory Board Member Takehiro Matsumoto and Outside Audit & Supervisory Board Members Tomoyoshi Arita, Kazuhito Yamamura, and Junko Imura have considerable knowledge of finance and accounting as outlined below.

- Full-time Audit & Supervisory Board Member Takehiro Matsumoto served at financial institutions over many years. He also has abundant experience and broad knowledge of auditing in general, having served as the General Manager of the Company's Auditing Division from October 2019 to December 2021, and possessing the credential of a Certified Internal Auditor (CIA).
- Outside Audit & Supervisory Board Member Tomoyoshi Arita has served as outside audit & supervisory board member for multiple listed companies over many years in addition to serving as a member of numerous third-party and internal investigative committees on corporate misconduct to uncover the handling of accounting and financial irregularities as an attorney at law.
- Outside Audit & Supervisory Board Member Kazuhito Yamamura has gained experience in accounting and finance divisions at listed companies, as well as serving as a full-time audit & supervisory board member.
- Outside Audit & Supervisory Board Member Junko Imura has abundant experience and broad knowledge as an expert in accounting and auditing having acted as a certified public accountant working in auditing services

- at listed companies over many years.
2. The Company has designated Shingo Ohkado, Takao Yuhara, Akiko Izumi, Tomoyoshi Arita, Kazuhito Yamamura and Junko Imura as independent directors/auditors in accordance with the rules of the Tokyo Stock Exchange, and submitted notification of such designation to the Exchange.
 3. Changes in the positions, responsibilities, and important concurrent positions of the Directors and Audit & Supervisory Board Members during the fiscal year are as follows.
 - Effective October 1, 2021, Director Yoshiaki Chino's responsibilities changed from in charge of Business Solutions Planning Department, Marketing Division, and Sales Planning Department second in charge of Quality Assurance Division, General Manager of Business Solution Division, to in charge of Business Solutions Planning Department and Marketing Division, and second in charge of Quality Assurance Division, General Manager of Business Solution Division (on November 29 of the same year, he was relieved of his responsibility to be second in charge of Quality Assurance Division.)
 - At the conclusion of the 60th Annual General Meeting of Shareholders held on December 22, 2021, Representative Director Tokujiro Hasegawa resigned due to the expiry of his term of office, and Full-time Audit & Supervisory Board Member Koji Kataoka retired due to resignation.
 - At the 60th Annual General Meeting of Shareholders held on December 22, 2021, Tetsuya Nakamura, Koichiro Kato, and Akiko Izumi were elected and appointed as Directors, and Takehiro Matsumoto was elected and appointed as an Audit & Supervisory Board Member.
 - Effective December 22, 2021, Director Yoshiaki Chino assumed the position of Representative Director.
 - Effective April 1, 2022, Director Minoru Nakamura's responsibilities have changed from General Manager of Financial Division in charge of Administration to in charge of Administration.
 - Effective June 14, 2022, Director Takao Yuhara retired from the position of Outside Audit & Supervisory Board Member of KAMEDA SEIKA, CO. LTD.
 4. The Company has entered into contracts with Outside Directors Shingo Ohkado, Takao Yuhara, and Akiko Izumi and Outside Audit & Supervisory Board Members Tomoyoshi Arita, Kazuhito Yamamura, and Junko Imura under the provisions of Article 427, paragraph (1) of the Companies Act to limit liability for damages in Article 423, paragraph (1) of the Companies Act. The upper limit of liability for damages under said contracts is the minimum liability amount as provided by laws and regulations.
 5. The Company has entered into a directors and officers liability insurance, as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company. The said insurance policy covers all Directors, Audit & Supervisory Board Members, and Executive Officers of the Company and officers of the Company's subsidiaries as the insured, and the insured do not pay the insurance premiums. The policy covers compensation for damages and litigation expenses, etc. that the insured are liable for in cases where a claim for damages has been filed arising out of acts (including acts of omission) committed by the insured in his or her capacity as a director or officer of the Company. However, there are certain exemptions, such as the fact that damages arising from acts committed with the knowledge that they are in violation of laws and regulations are not covered by compensation.

(ii) Changes in the positions, responsibilities, and important concurrent positions of directors after the end of the fiscal year

Name	Before change	After change	Date of change
Yoshiaki Chino	In charge of Business Solutions Planning Department, and Marketing Division, General Manager of Business Solution Division	In charge of Business Solutions Planning Department, and General Manager of Business Solution Division	December 1, 2022
Tetsuya Nakamura	In charge of Research & Development and second in charge of Quality Assurance Division, General Manager of R&D Center	In charge of Research & Development and second in charge of Quality Assurance Division and Business Solutions Planning Department, General Manager of R&D Center	December 1, 2022
Koichiro Kato	In charge of Sales and second in charge of Marketing Division, General Manager of Business Solutions Planning Department	In charge of Sales and Marketing Division, and second in charge of Business Solutions Planning Department	December 1, 2022

(iii) Remuneration, etc. of Directors and Audit & Supervisory Board Members

A. Policy for determination of the details of officer remuneration, etc.

The meeting of the Company's Board of Directors held on April 16, 2021 approved a resolution on the policy for determination of the details of remuneration, etc. for individual Directors.

The Board of Directors also confirmed that the method for determining the details of remuneration, etc. for individual Directors for the current fiscal year and the details of remuneration, etc. determined are consistent with the policy for determination approved by the Board of Directors and that the report from the Compensation Committee was taken into consideration, and determined that the remuneration, etc. is in line with the policy on determination.

The policy on determination of the details of remuneration, etc. for individual Directors is as follows.

a. Basic policy

The basic policy on remuneration, etc. for the Company's Directors is a system of remuneration that is linked to shareholders' profits in order to increase motivation and morale to contribute to enhancement of shareholder value, in addition to functioning as an incentive for the sustainable increase of corporate value, with remuneration, etc. for individual Directors to be set at an appropriate level based on the responsibilities of each position.

More specifically, remuneration, etc. for inside Directors consists of basic remuneration as fixed remuneration and performance-linked remuneration in the form of bonus and remuneration-type stock options as non-monetary remuneration. Remuneration, etc. for Outside Directors consists of basic remuneration only in consideration of their duties.

b. Policy on determining the amount of individual remuneration, etc. for basic remuneration (monetary remuneration) (including the policy on determining the timing and conditions for granting of remuneration, etc.)

The Company pays basic remuneration as fixed compensation for Directors at a fixed time each month.

The amount of remuneration for each individual with respect to basic remuneration (fixed compensation) is based on the criteria for each position taking into consideration business performance, financial position, economic conditions, market levels, and other factors within the remuneration limit approved by a resolution of the General Meeting of Shareholders.

c. Policy on determining the details of performance-linked remuneration, etc. and non-monetary remuneration, etc. and the method for calculating the amount and the frequency of such remuneration (including the timing and conditions for granting remuneration, etc.)

Bonus, which is performance-linked remuneration, is paid in a lump sum at a fixed time each year within the remuneration limit approved by a resolution of the General Meeting of Shareholders. The amount of bonus is calculated by using consolidated ordinary profit as the indicator for performance-linked remuneration, and multiplying a payment unit, which is calculated by multiplying incentives based on the percentage of achievement of the plan for consolidated ordinary profit achieved, by a coefficient based on the position of each Director and taking into account each Director's performance evaluation.

Consolidated ordinary profit is used as the indicator for performance-linked remuneration as it represents profit from overall management activities and is thus considered appropriate as an indicator for evaluating the execution of duties by the Directors.

d. Policy on determining the details of non-monetary remuneration, etc. and the method for calculating the amount and the frequency of such remuneration (including the timing and conditions for granting remuneration, etc.)

Remuneration-type stock options, which are non-monetary remuneration, are stock acquisition rights with an exercise price of one yen per share that can be delivered upon exercise, and are granted once a year in principle. The number of remuneration-type stock options granted is determined based on position-specific criteria within the remuneration limit approved by a resolution of the General Meeting of Shareholders.

- e. Policy for determining the ratio of the amounts of fixed remuneration, performance-linked remuneration, etc., and non-monetary remuneration, etc. in the amount of remuneration, etc. for each individual Director

Remuneration, etc. for inside Directors consists of basic remuneration (fixed remuneration), bonus (performance-linked remuneration), and remuneration-type stock options (non-monetary remuneration). Remuneration, etc. for Outside Directors consists of basic remuneration only.

The ratio of remuneration, etc. for inside Directors is based on a comprehensive consideration of their positions and responsibilities, trends at other companies that are the same size as the Company, and other factors and is determined as a ratio that is appropriate for increasing the motivation and morale to contribute to improving shareholder value as well as functioning sufficiently as an incentive to strive for the sustainable enhancement of corporate value.

- f. Matters related to determining the details of remuneration, etc. for individual Directors

The amount of remuneration, etc. for each individual Director is determined by the Board of Directors based on the deliberations of the optional Compensation Committee within the remuneration limit approved by a resolution of the General Meeting of Shareholders. The optional Compensation Committee is composed of the Representative Director and the Outside Directors in order to ensure transparency and objectivity in determining remuneration.

B. Total amount of remuneration, etc. related to the fiscal year under review

Category	Total amount of remuneration, etc. (Millions of yen)	Total amount by type of remuneration, etc. (Millions of yen)			No. of persons paid
		Basic remuneration (fixed remuneration)	Bonus (performance-linked remuneration)	Remuneration-type stock options (non-monetary remuneration)	
Directors (excluding Outside Directors)	343	203	74	65	6
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	23	23	—	—	2
Outside Directors	22	22	—	—	3
Outside Audit & Supervisory Board Members	17	17	—	—	3

- Notes: 1. Remuneration for Directors, etc. and number of Directors includes basic remuneration and stock remuneration-type stock options related to the fiscal year under review for one Director who resigned on December 22, 2021.
2. Remuneration for Audit & Supervisory Board Members, etc. and number of Audit & Supervisory Board Members includes basic remuneration related to the fiscal year under review for one Audit & Supervisory Board Member who resigned on December 22, 2021.

3. At the 60th Annual General Meeting of Shareholders that convened on December 22, 2021, the amount of remuneration for Directors was resolved at no more than five hundred million (500,000,000) yen per annum, of which no more than 50 million (50,000,000) yen shall be paid to Outside Directors (excluding the amount of employee's salaries portion for Directors who are also employees). The number of Directors at the conclusion of the 60th Annual General Meeting of Shareholders was eight, including three Outside Directors. Additionally, at the 60th Annual General Meeting of Shareholders that convened on December 22, 2021, the amount of remuneration for remuneration-type stock options was approved as no more than one hundred forty million (140,000,000) yen per annum (The number of Directors at the conclusion of the 60th Annual General Meeting of Shareholders was eight, including three Outside Directors).
4. At the 40th Annual General Meeting of Shareholders that convened on December 21, 2001, the amount of remuneration for Audit & Supervisory Board Members was resolved at no more than sixty million (60,000,000) yen per annum (The number of Audit & Supervisory Board Members at the conclusion of the 40th Annual General Meeting of Shareholders was four, including three Outside Audit & Supervisory Board Members).

(iv) Matters concerning Outside Directors and Audit & Supervisory Board Members

A. Important concurrent positions and relationships with the Company

- a. Director Takao Yuhara serves concurrently as Outside Audit & Supervisory Board Member of Leopalace21 Corporation. The Company has no special relationship with the concurrent position company.
- b. Director Akiko Izumi serves concurrently as a Steering Council member of the Japan Pension Service and a Part-time Director of The Nippon Foundation. The Company has no special relationship with either of the concurrent position companies.
- c. Audit & Supervisory Board Member Tomoyoshi Arita serves as an attorney-at-law at GINZA CHUO LAW OFFICE and as External Director (Audit & Supervisory Committee Member) at WDB Holdings Co., Ltd. The Company has no special relationship with either of the concurrent position companies.
- d. Audit & Supervisory Board Member Junko Imura serves concurrently as a certified public accountant at Imura Accounting Office, a Visiting Professor of TAMA GRADUATE SCHOOL OF BUSINESS, an Outside Audit & Supervisory Board Member of Mitsui O.S.K. Lines, Ltd., and an Outside Director (Audit & Supervisory Committee Member) of Mitsubishi UFJ Trust and Banking Corporation. The Company has no special relationship with any of the concurrent position companies.

B. Main activities of the Outside Directors in the fiscal year under review

Name	Summary of attendance, statements, and duties performed with respect to the expected role
Shingo Ohkado	Shingo Ohkado attended all 11 meetings of the Board of Directors held in the fiscal year under review. Utilizing his deep insight into corporate management and extensive practical experience in international business and sales strategies, and from an objective standpoint, he sought explanations as needed and actively made the necessary statements in deliberations on proposals at the meetings of the Board of Directors. He also provided sound recommendations and expressed useful opinions at meetings of the Appointment Committee and the Compensation Committee.
Takao Yuhara	Takao Yuhara attended all 11 meetings of the Board of Directors held in the fiscal year under review. Utilizing his deep insight into corporate management and extensive practical experience in international business and finance and accounting, and from an objective standpoint, he sought explanations as needed and actively made the necessary statements in deliberations on proposals at the meetings of the Board of Directors. He also provided sound recommendations and expressed useful opinions at meetings of the Appointment Committee and the Compensation Committee.
Akiko Izumi	Akiko Izumi attended all nine meetings of the Board of Directors held in the fiscal year under review since her appointment on December 22, 2021. Utilizing her wealth of experience as a lifestyle and economic journalist and financial planner, as well as her expertise in areas such as workstyle reform, human resource development, and diversity promotion, and from an objective standpoint, she sought explanations as needed and actively made the necessary statements in deliberations on proposals at the meetings of the Board of Directors. She also provided sound recommendations and expressed useful opinions at meetings of the Appointment Committee and the Compensation Committee.

C. Main activities of the Outside Audit & Supervisory Board Members in the fiscal year under review

Name	Attendance and statements
Tomoyoshi Arita	<p>Tomoyoshi Arita attended all 11 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board held in the fiscal year under review.</p> <p>From an objective standpoint based on his extensive experience and expert knowledge as a prosecutor and attorney-at-law, he sought explanations as needed at meetings and actively made statements to ensure the appropriateness and suitability of decision-making at meetings of the Board of Directors. He also actively made the necessary statements on audit methods and other matters related to the execution of the duties of the Audit & Supervisory Board Members at meetings of the Audit & Supervisory Board.</p>
Kazuhito Yamamura	<p>Kazuhito Yamamura attended all 11 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board held in the fiscal year under review.</p> <p>From an objective standpoint based on his broad insight and practical experience in the field of management, he sought explanations as needed at meetings and actively made statements to ensure the appropriateness and suitability of decision-making at meetings of the Board of Directors. He also actively made the necessary statements on audit methods and other matters related to the execution of the duties of the Audit & Supervisory Board Members at meetings of the Audit & Supervisory Board.</p>
Junko Imura	<p>Junko Imura attended all 11 meetings of the Board of Directors and all 11 meetings of the Audit & Supervisory Board held in the fiscal year under review.</p> <p>From an objective standpoint based on her extensive experience and expert knowledge as a certified public accountant, she sought explanations as needed at meetings and actively made statements to ensure the appropriateness and suitability of decision-making at meetings of the Board of Directors. She also actively made the necessary statements on audit methods and other matters related to the execution of the duties of the Audit & Supervisory Board Members at meetings of the Audit & Supervisory Board.</p>

(3) Status of accounting auditor

(i) Name of the Company's accounting auditor

Deloitte Touche Tohmatsu LLC

(ii) Amount of remuneration, etc. for accounting auditor

	Amount of remuneration, etc. (Millions of yen)
Amount of remuneration, etc. as accounting auditor related to the fiscal year under review	51
Total amount of monetary and other financial benefits payable by the Company and its subsidiaries to the accounting auditor	81

Notes: 1. Seven of the significant subsidiaries, T. HASEGAWA U.S.A., INC., T. HASEGAWA FLAVOURS AND FRAGRANCES (SHANGHAI) CO., LTD., T. HASEGAWA FLAVOURS (SUZHOU) CO., LTD., T. HASEGAWA FLAVOURS (KUALA LUMPUR) SDN. BHD., PT. HASEGAWA FLAVOURS AND FRAGRANCES INDONESIA, T. HASEGAWA (SOUTHEAST ASIA) CO., LTD., and T. HASEGAWA FLAVOURS AND FRAGRANCES (TAIWAN) CO., LTD. are audited by an auditing firm other than Deloitte Touche Tohmatsu LLC. In addition, no significant subsidiaries are audited by Deloitte Touche Tohmatsu LLC.

2. The audit contract between the Company and the accounting auditor does not clearly distinguish between the amounts of audit remuneration, etc. for audits based on the Companies Act and those for audits based on the Financial Instruments and Exchange Act, and it is not practically possible to distinguish between them, so the total amount of remuneration, etc. as the accounting auditor for the fiscal year under review is the sum of these amounts.

3. The above amounts of remuneration, etc. include an amount of additional remuneration related to the audit for the previous fiscal year.

(iii) Reasons for the consent of the Audit & Supervisory Board to the remuneration, etc. for the accounting auditor

Based on the Practical Guidelines for Cooperation with Independent Auditors published by Japan Audit & Supervisory Board Members Association, the Company's Audit & Supervisory Board gave its consent to the remuneration, etc. of the accounting auditor in accordance with Article 399, paragraph (1) of the Companies Act as a result of verifying changes in audit hours and audit fees by audit item and the status of audit plans and results for the past fiscal years, and considering the appropriateness of the estimates of audit hours and fees for the fiscal year under review.

(iv) Content of non-auditing services

Non-auditing services at the Company consist of advisory services, etc. related to the personnel system. There are no non-auditing services at consolidated subsidiaries.

(v) Policy on determining dismissal or non-reappointment of the accounting auditor

When the Company deems that any of the items of Article 340, paragraph (1) of the Companies Act apply to the accounting auditor, the Audit & Supervisory Board will dismiss the accounting auditor with unanimous consent of the Audit & Supervisory Board Members. Furthermore, when it is judged to be necessary, such as in the event of an impediment to the execution of the duties of the accounting auditor, based on a resolution of the Audit & Supervisory Board, the dismissal or non-reappointment of the accounting auditor shall be the purpose of the General Meeting of Shareholders.

(vi) Outline of details of contract for limitation of liability

Not applicable.

(4) Policy on determining dividends of surplus

The Company has the basic policy of paying dividends of surplus twice a year, interim dividend and year-end dividend, targeting the payout ratio of 35% on a consolidated basis, to return profit to shareholders based on its business performance, while securing internal reserves necessary for further strengthening of the Group's management base and future business expansion.

The Company stipulates in the Articles of Incorporation that dividends of surplus, etc. may be paid by a resolution of the Board of Directors in accordance with the provision of Article 459, paragraph (1) of the Companies Act, and the Board of Directors is the decision-making body for dividends of surplus.

With regard to the dividend for the fiscal year ended September 30, 2022, the Company decided to pay an annual dividend of ¥61 per share (of which, interim dividend of ¥29). As a result, the payout ratio on a consolidated basis for the fiscal year ended September 30, 2022 is 31.3%.

Internal reserves will be used for capital expenditures and effective investments to implement the globalization strategy.

Dividends of surplus for the fiscal year are as follows.

Date of resolution	Total amount of dividends (Millions of yen)	Dividends per share (Yen)
Resolution at a Board of Directors meeting held on May 11, 2022	1,193	29
Resolution at a Board of Directors meeting held on November 11, 2022	1,316	32

Consolidated Balance Sheets
(As of September 30, 2022)

(Millions of yen)

Assets		Liabilities	
Current assets	65,989	Current liabilities	13,331
Cash and deposits	20,351	Accounts payable - trade	6,211
Notes receivable - trade	2,444	Income taxes payable	1,694
Accounts receivable - trade	16,277	Provision for bonuses	1,632
Securities	8,999	Provision for bonuses for directors (and other officers)	74
Inventories	16,842	Other	3,718
Other	1,099	Non-current liabilities	9,204
Allowance for doubtful accounts	(26)	Deferred tax liabilities	1,101
Non-current assets	67,563	Retirement benefit liability	7,442
Property, plant and equipment	33,752	Long-term accounts payable - other	212
Buildings and structures	19,593	Asset retirement obligations	69
Machinery, equipment and vehicles	4,905	Other	378
Tools, furniture and fixtures	1,159	Total liabilities	22,536
Land	7,396	Net assets	
Construction in progress	696	Shareholders' equity	92,220
Intangible assets	20,194	Share capital	5,364
Goodwill	6,815	Capital surplus	7,513
Customer relationship	11,877	Retained earnings	81,898
Other	1,502	Treasury shares	(2,555)
Investments and other assets	13,616	Accumulated other comprehensive income	18,556
Investment securities	12,589	Valuation difference on available-for-sale securities	6,657
Deferred tax assets	619	Foreign currency translation adjustment	12,098
Retirement benefit asset	18	Remeasurements of defined benefit plans	(199)
Other	420	Share acquisition rights	239
Allowance for doubtful accounts	(30)	Total net assets	111,017
Total assets	133,553	Total liabilities and net assets	133,553

Consolidated Statements of Income
(Fiscal year ended September 30, 2022)

(Millions of yen)

Item	Amount	
Net sales		62,398
Cost of sales		36,776
Gross profit		25,622
Selling, general and administrative expenses		17,570
Operating profit		8,051
Non-operating income		
Interest income	163	
Dividend income	256	
Foreign exchange gains	518	
Other	174	
		1,112
Non-operating expenses		
Interest expenses	7	
Other	80	
		88
Ordinary profit		9,075
Extraordinary income		
Gain on sale of investment securities	2,230	
		2,230
Extraordinary losses		
Loss on abandonment of non-current assets	38	
		38
Profit before income taxes		11,267
Income taxes - current	3,099	
Income taxes - deferred	107	
		3,207
Profit		8,060
Profit attributable to non-controlling interests		53
Profit attributable to owners of parent		8,007

Non-consolidated Balance Sheets
(As of September 30, 2022)

(Millions of yen)

Assets		Liabilities	
Current assets	45,209	Current liabilities	10,641
Cash and deposits	8,685	Accounts payable - trade	5,245
Notes receivable - trade	673	Lease liabilities	16
Electronically recorded monetary claims - operating	1,770	Accounts payable - other	812
Accounts receivable - trade	12,114	Accrued expenses	1,822
Securities	8,999	Income taxes payable	1,382
Merchandise	264	Provision for bonuses	1,071
Finished goods	6,239	Provision for bonuses for directors (and other officers)	74
Work in process	78	Other	216
Raw materials	5,202	Non-current liabilities	7,771
Supplies	287	Lease liabilities	214
Other	892	Provision for retirement benefits	7,117
Allowance for doubtful accounts	(0)	Deferred tax liabilities	134
Non-current assets	62,771	Long-term accounts payable - other	212
Property, plant and equipment	18,473	Asset retirement obligations	69
Buildings	9,031	Other	22
Structures	728	Total liabilities	18,413
Machinery and equipment	1,764	Net assets	
Vehicles	52	Shareholders' equity	82,670
Tools, furniture and fixtures	749	Share capital	5,364
Land	6,110	Capital surplus	7,306
Construction in progress	36	Legal capital surplus	6,554
Intangible assets	585	Other capital surplus	752
Software	186	Retained earnings	72,554
Other	398	Legal retained earnings	394
Investments and other assets	43,713	Other retained earnings	72,160
Investment securities	12,584	Reserve for tax purpose reduction entry	345
Shares of subsidiaries and associates	26,194	General reserve	28,700
Investments in capital of subsidiaries and associates	3,659	Retained earnings brought forward	43,115
Long-term loans receivable from subsidiaries and associates	1,064	Treasury shares	(2,555)
Distressed receivables	1	Valuation and translation adjustments	6,657
Other	239	Valuation difference on available-for-sale securities	6,657
Allowance for doubtful accounts	(30)	Share acquisition rights	239
Total assets	107,980	Total net assets	89,567
		Total liabilities and net assets	107,980

Non-consolidated Statements of Income
(Fiscal year ended September 30, 2022)

(Millions of yen)

Item	Amount	
Net sales		39,174
Cost of sales		23,368
Gross profit		15,806
Selling, general and administrative expenses		10,654
Operating profit		5,151
Non-operating income		
Interest income	41	
Foreign exchange gains	559	
Dividend income	3,079	
Other	226	
		3,907
Non-operating expenses		
Interest expenses	2	
Other	64	
		66
Ordinary profit		8,992
Extraordinary income		
Gain on sale of investment securities	2,230	
		2,230
Extraordinary losses		
Loss on abandonment of non-current assets	22	
		22
Profit before income taxes		11,200
Income taxes - current	2,533	
Income taxes - deferred	(33)	
		2,500
Profit		8,700