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Notice of the 80th Ordinary General Meeting of Shareholders

ORGANO CORPORATION

To Shareholders

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

I am delighted to present this notice of the 80th Ordinary General Meeting of Shareholders of ORGANO CORPORATION to be held on Friday, June 27, 2025.

Please confirm proposals of the General Meeting of Shareholders and business outline of the fiscal year 2024 presented in the documents.

June 2025
Representative Director and President,
President and Executive Officer
Masayuki Yamada



Management Philosophy

Organo serves as a valuable partner company by leveraging its leading-edge technologies cultivated through long experience with water treatment, by contributing to the industries that create the future, and by playing a key role in the development of societal infrastructure.

Long-term Management Vision

- At Organo, we seek to expand our business through high value-added separation and purification as well as analysis and manufacturing technologies, and by providing products and services that promote the creation of value and which resolve the challenges that confront industry and society.
- We proactively contribute to a better tomorrow by cultivating people today who will improve upon the way things were done yesterday, as a company where all employees are energetic and passionate about their work.

(Securities Code: 6368)

June 6, 2025

To our shareholders:

Representative Director and President
Masayuki Yamada
ORGANO CORPORATION
1-2-8, Shinsuna, Koto-ku, Tokyo

Notice of the 80th Ordinary General Meeting of Shareholders

We are pleased to announce the 80th Ordinary General Meeting of Shareholders of ORGANO CORPORATION (the “Company”), which will be held as indicated below.

When convening this General Meeting of Shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company’s website. Please access one of the websites shown below to review the information.

The Company’s website Website for posted notices of the general meeting of shareholders:	https://www.organo.co.jp/english/ir/general-meeting-of-shareholders/
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TSE website Listed Company Search:	https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show
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On the TSE website, enter “ORGANO” in “Issue name (company name)” or the Company’s securities code “6368” in “Code,” and click “Search.” Then, click “Basic information” and select “Documents for public inspection/PR information.”

Net de Shoshu (online convocations) website	https://s.srdb.jp/6368/ (in Japanese)
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If you are unable to attend the meeting in person, you may exercise your voting rights by mail (in writing) or via the Internet, etc. Please examine the Reference Documents for the General Meeting of Shareholders and then exercise your voting rights by 5:00 p.m. on Thursday, June 26, 2025 (JST).

1. Date and Time: Friday, June 27, 2025 at 10:00 a.m. (JST) (Reception is scheduled to be open at 9:00 a.m.)

2. Venue: Conference Room, 2nd floor, Head office building of the Company,
1-2-8, Shinsuna, Koto-ku, Tokyo

3. Purpose of the Meeting

Matters to be reported:

1. The Business Report and the Consolidated Financial Statements for the 80th fiscal year (from April 1, 2024 to March 31, 2025), and the results of audits of the Consolidated Financial Statements by the Independent Auditor and the Audit and Supervisory Board
2. The Non-consolidated Financial Statements for the 80th fiscal year (from April 1, 2024 to March 31, 2025)

Matters to be resolved:

Proposal No. 1 Appropriation of Surplus

Proposal No. 2 Election of Nine Directors

Proposal No. 3 Election of Two Substitute Audit and Supervisory Board Members

4. Other Matters Relating to General Meetings of Shareholders

- If no indication of approval of proposals is made on the voting form when exercising voting rights by mail (in writing), it will be treated as an indication of approval having been made.
- In the case of duplicate voting done both in writing and via the Internet, etc., the vote placed via the Internet, etc. will be considered valid. Additionally, in the case of voting more than once via the Internet, etc., the last vote will be considered valid.

Matters for Disclosure over the Internet to Accompany Measures for Providing Information in Electronic Format

- Of those matters for which measures for providing information in electronic format are to be taken, the following matters are excluded from the paper-based documents delivered to shareholders who have made a request for delivery of such documents. Such matters are included in business reports, consolidated financial statements and non-consolidated financial statements audited by the Audit and Supervisory Board Members and the Audit and Supervisory Board, and consolidated financial statements and non-consolidated financial statements audited by the Independent Auditor.
 - (i) Development of systems to ensure the appropriateness of business operations and overview of operational status of systems to ensure appropriateness of business operations in the Business Report.
 - (ii) Consolidated Statement of Changes in Equity and Notes to Consolidated Financial Statements
 - (iii) Statement of Changes in Equity and Notes to Non-consolidated Financial Statements
- If revisions to the matters for which measures for providing information in electronic format are to be taken arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on the above-mentioned Company's website, the TSE website and the Net de Shoshu (online convocations) website.

Guide to Exercising Voting Rights

Attending the General Meeting of Shareholders

Please submit the voting form to the receptionist at the meeting.

Date and time of the Meeting: Friday, June 27, 2025, at 10:00 a.m. (Reception starts at 9:00 a.m.)

Not Attending the General Meeting of Shareholders

Exercising Voting Rights by Mail (in Writing)

Please indicate your approval or disapproval of the proposals in the voting form, and then return the form by postal mail so that your vote is received by the deadline.

Deadline: To arrive by no later than 5:00 p.m. Thursday, June 26, 2025

Exercising Voting Rights via the Internet, Etc.

Please access the designated website for exercise of voting rights, and enter your approval or disapproval by the deadline.

Deadline: Exercised by no later than 5:00 p.m. Thursday, June 26, 2025

For details, please see the “Guide to Exercising Voting Rights via the Internet, etc.”

In the case of duplicate voting done both in writing (by mail) and via the Internet, etc., the vote placed via the Internet, etc. will be considered valid. If you exercise your voting rights more than once via the Internet, etc., the last vote shall be deemed effective.

Guide to Exercising Voting Rights via the Internet, etc.

By scanning the QR code (“Smart Exercise”)

You can log in to the website for exercise of voting rights without entering the voting rights exercise code and password.

1. Please scan the QR code printed on the voting form at the bottom right.
*QR code is a registered trademark of DENSO WAVE INCORPORATED.
2. Then please follow the instructions on the screen and indicate your approval or disapproval.

The exercise of voting right by “Smart Exercise” is available only once.

In case you want to change your vote after exercising your voting right, please access the website for PCs and log in by entering the “voting rights exercise code” and “password” indicated in the voting form, to exercise your voting right again.

*You will be transferred to the website for PCs by scanning the QR code again.

By entering the voting rights exercise code and password

Website for exercise of voting rights: <https://www.web54.net> (in Japanese)

1. Please access the website for exercise of voting rights.
2. Please enter the “voting rights exercise code” indicated in the voting form.
3. Please enter the “password” indicated in the voting form.
4. Then please follow the instructions on the screen and indicate your approval or disapproval.

If you have any questions on how to exercise your voting rights via the Internet using a PC or smartphone, please contact the department below.

Sumitomo Mitsui Trust Bank, Limited,
Stock Transfer Agency Web Support, Dedicated line
0120-652-031 (toll free)
(Business hours: 9:00 a.m. - 9:00 p.m.)

Institutional investors can exercise their voting rights via the “Electronic Voting Rights Exercise Platform” for institutional investors operated by ICJ, Inc.

Reference Documents for General Meeting of Shareholders

Proposal No. 1 Appropriation of Surplus

The Company proposes the appropriation of surplus as follows:

1. Year-end dividends

The Company treats the return of profits to shareholders as one of the Company's important management agendas, and it strives to distribute profits in a way that reflects consideration of the Company's revenue status, while adhering to a basic policy of providing stable and continuous dividends.

In accordance with the above policy, the Company proposes to pay year-end dividends for the 80th fiscal year as follows.

As a result, full-year dividends for the fiscal year under review will be ¥160 per share, including the interim dividend of ¥71 per share.

(1) Type of dividend property

Cash

(2) Allotment of dividend property and its total amount

¥89 per common share of the Company

Total dividend amount is ¥4,095,860,278

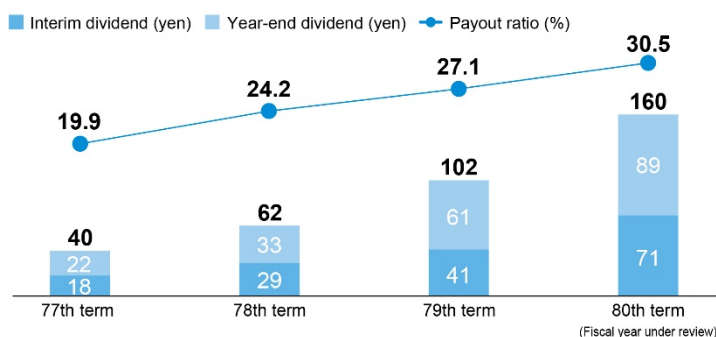
(3) Effective date of dividends of surplus

June 30, 2025

(Reference)

Changes in dividends per share and dividend payout ratio per share

* A 4-for-1 common share split was implemented effective as of October 1, 2022. Dividends prior to interim dividends for the 78th term are stated on the supposition that this share split was implemented.




Proposal No. 2 Election of Nine Directors


The terms of office of all nine Directors will expire at the conclusion of this Ordinary General Meeting of Shareholders. Therefore, the Company proposes the election of nine Directors including five Outside Directors.


The candidates for Directors are determined by the Board of Directors after obtaining opinions based on a review by the Nomination and Remuneration Advisory Committee, a voluntary advisory body of the Board of Directors. The candidates for Director are as follows:


Candidate No.	Name	Gender	Position in the Company	Times Attended Board of Directors Meetings
1	Masayuki Yamada Reelection	Male	Director and President (Representative Director), President and Executive Officer	14/15 (93%)
2	Yasutoshi Nakayama Reelection	Male	Managing Director and Executive Officer President of Industrial Plant Business	15/15 (100%)
3	Nobuyoshi Suda Reelection	Male	Managing Director and Executive Officer President of R & D and Engineering	15/15 (100%)
4	Tetsushi Honda Reelection	Male	Managing Director and Executive Officer President of Corporate Management and Planning	15/15 (100%)
5	Morifumi Wada Reelection Outside Independent	Male	Outside Director	15/15 (100%)
6	Daisaku Abe Reelection Outside Independent	Male	Outside Director	15/15 (100%)
7	Nobuko Hanano Reelection Outside Independent	Female	Outside Director	15/15 (100%)
8	Naomi Kodama Reelection Outside Independent	Female	Outside Director	11/11 (100%)
9	Masaya Chisaki New election Outside Independent	Male	—	—


Note: Naomi Kodama was elected at the 79th Ordinary General Meeting of Shareholders held on June 27, 2024 and assumed office, and therefore, the attendance at Board of Directors meetings for her pertains to the Board of Directors meetings held on or after June 27, 2024.


Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
1	 <p>Reelection</p> <p>Masayuki Yamada (January 7, 1959)</p> <p>Tenure as Director 6 years</p>	<p>Apr. 1985 Joined Toyo Soda Manufacturing Co., Ltd. (currently Tosoh Corporation)</p> <p>June 2007 President of Tosoh Bioscience, Inc. President of Tosoh Bioscience LLC</p> <p>June 2011 Associate Director, Deputy Senior General Manager of Bioscience Division and Manager of Planning & Business Development of Tosoh Corporation</p> <p>June 2012 Associate Director, Senior General Manager of Bioscience Division and Manager of Planning & Business Development Chairman of the Board of Tosoh Europe, N.V. (retired in June 2019)</p> <p>June 2013 Director, Senior General Manager of Bioscience Division and Manager of Planning & Business Development of Tosoh Corporation</p> <p>June 2015 President (Representative Director) of Tosoh Techno-System, Inc. (retired in June 2019) Director of Tosoh Bioscience, Inc. (retired in June 2019) Director of Tosoh Bioscience LLC (retired in June 2019)</p> <p>June 2016 Senior Vice President, Senior General Manager of Bioscience Division of Tosoh Corporation</p> <p>June 2017 Director, Executive Vice President, President of Specialty Group and Senior General Manager of Bioscience Division Chairman of the Board of Tosoh America, Inc. (retired in June 2021)</p> <p>June 2019 Director, Executive Vice President, General Manager of Research and Development Planning, President of Specialty Group, and President of Engineering Group of Tosoh Corporation (retired in June 2021) Director of the Company</p> <p>June 2021 Senior Managing Director and Executive Officer</p> <p>June 2022 Director and President (Representative Director), President and Executive Officer (current position)</p>	23,200
<p>[Reasons for nomination as candidate for Director]</p> <p>Masayuki Yamada has been engaged in the bioscience field at Tosoh Corporation for many years. After being appointed as Director, Executive Vice President, he has been leading management and operation of not only the Specialty Group but also a wide range of divisions, such as the Research and Planning Division and Engineering Group, and contributed to creation and expansion of businesses of the aforesaid company. After being appointed as a Director of the Company, as the Director in charge, he has leveraged his global experience as well as demonstrated his skills in areas such as promoting companywide safety and quality improvement, cost reductions, and sustainability. Since assuming the position of Director and President, he has been demonstrating leadership in the promotion of long-term management plans and the devising and execution of strategy for the entire Group, including its overseas business.</p> <p>In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company nominates him as a candidate for Director.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>None</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
2	 <p><u>Reelection</u></p> <p>Yasutoshi Nakayama (July 30, 1961)</p> <p>Tenure as Director 7 years</p>	<p>Apr. 1984 Joined the Company</p> <p>June 2010 General Manager of Electronics Industry Sales Dept., Plant Division, Industrial Plant Business</p> <p>Apr. 2012 Director of Organo Kansai Co., Ltd. (currently ORGANO CORPORATION) (retired in December 2013)</p> <p>Jan. 2014 Managing Director of Organo (Asia) Sdn. Bhd.</p> <p>June 2016 Executive Officer of the Company</p> <p>May 2017 Director of Organo (Asia) Sdn. Bhd. (current position)</p> <p>June 2017 Executive Officer, Senior General Manager of Plant Division, Industrial Plant Business of the Company</p> <p>Jan. 2018 Executive Officer, Senior General Manager of Plant Division, Industrial Plant Business, and General Manager of Electronics Industry Sales Dept.</p> <p>Apr. 2018 Executive Officer, Senior General Manager of Plant Division, Industrial Plant Business of the Company</p> <p>June 2018 Director and Executive Officer, Deputy President of Industrial Plant Business, and Senior General Manager of Plant Division</p> <p>June 2019 Director and Executive Officer, President of Industrial Plant Business, and Senior General Manager of Plant Division</p> <p>June 2020 Managing Director and Executive Officer, President of Industrial Plant Business, and Senior General Manager of Plant Division</p> <p>June 2021 Managing Director and Executive Officer, President of Industrial Plant Business, and Senior General Manager of Electronics Division</p> <p>June 2024 Managing Director and Executive Officer, President of Industrial Plant Business (current position)</p>	35,400
<p>[Reasons for nomination as candidate for Director]</p> <p>Yasutoshi Nakayama, as head of the Plant Division, one of the Company's core businesses, has been putting effort into business growth and improvement of revenue, after being engaged in company management as the president of an overseas subsidiary of the Company. After being appointed as a Director of the Company, as the Senior General Manager of the Plant Division and President of the Industrial Plant Business, he has been in charge of the whole Water Treatment Engineering Business Unit, and working to expand the businesses and achieve stable earnings in Japan and overseas.</p> <p>In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company nominates him as a candidate for Director.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>None</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			


Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
3	 <p><u>Reelection</u></p> <p>Nobuyoshi Suda (November 19, 1963)</p> <p>Tenure as Director 6 years</p>	<p>Apr. 1984 Joined the Company</p> <p>June 2010 Deputy General Manager of Plan Design Dept., Technology & Production Center</p> <p>Apr. 2012 General Manager of Electronics Industry Sales Dept., Plant Division, Industrial Plant Business and Project Management Office and Engineering Dept., Engineering</p> <p>Jan. 2013 Representative Director and General Manager of Organo (Suzhou) Water Treatment Co., Ltd (retired in April 2016)</p> <p>Apr. 2016 General Manager of Corporate Strategy and Planning Dept., Corporate Management and Planning of the Company</p> <p>June 2017 Executive Officer, General Manager of Corporate Strategy and Planning Dept., Corporate Management and Planning Chairman of Organo (Vietnam) Co., Ltd. (retired in June 2018)</p> <p>June 2019 Director and Executive Officer, President of Corporate Management and Planning and General Manager of Corporate Strategy and Planning Dept. of the Company</p> <p>June 2020 Managing Director and Executive Officer, President of Corporate Management and Planning and General Manager of Corporate Strategy and Planning Dept.</p> <p>June 2021 Managing Director and Executive Officer, President of R & D and Engineering and Senior General Manager of R & D Center</p> <p>June 2023 Managing Director and Executive Officer, President of R & D and Engineering (current position)</p> <p>(Responsibilities)</p> <p>In charge of Environment, Safety and Quality Assurance Dept., Purchasing and Logistics Dept., and Performance Products Business</p>	29,600
<p>[Reasons for nomination as candidate for Director]</p> <p>Nobuyoshi Suda has been engaged in the Plant Technology Division, especially the electronics industry, for many years and has been responsible for businesses in the electronics industry field. In addition, he has been engaged in company management as the Representative Director and General Manager (President) of an overseas subsidiary of the Company. After being appointed as a Director of the Company, he has had a track record in establishment of a group-wide management strategy and management and operation plan as a Director in charge of all planning and administrative divisions. Currently, as a Director in charge of the overall technology development department, he has promoted the establishment of an optimal engineering structure, including initiatives to improve productivity and development of technical personnel. He has also promoted the planning and execution of strategic technology development including the enhancement of development capabilities, the creation of new technologies and products, and organic collaboration between research divisions and other divisions.</p> <p>In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company nominates him as a candidate for Director.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>None</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			


Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
4	 <p><u>Reelection</u></p> <p>Tetsushi Honda (May 1, 1963)</p> <p>Tenure as Director 4 years</p>	<p>Apr. 1986 Joined the Company</p> <p>Apr. 2012 Managing Director of Organo (Asia) Sdn. Bhd. (retired in January 2013)</p> <p>Jan. 2013 Director and Deputy President of PT Lautan Organo Water</p> <p>Apr. 2015 President (retired in July 2017)</p> <p>June 2017 Senior General Manager of Power Plant Division, Water Infrastructure and Energy of the Company</p> <p>June 2018 Executive Officer, Senior General Manager of Power Plant Division, Industrial Plant Business</p> <p>June 2019 Executive Officer, Deputy President of Industrial Plant Business, and Senior General Manager of Power Plant Division</p> <p>June 2020 Executive Officer, Senior General Manager of R & D Center, R & D and Engineering</p> <p>June 2021 Director and Executive Officer, President of Corporate Management and Planning and General Manager of Corporate Strategy and Planning Dept.</p> <p>June 2023 Managing Director and Executive Officer, President of Corporate Management and Planning (current position)</p> <p>(Responsibilities)</p> <p>In charge of Internal Auditing Office, Corporate Secretariat Office, Global Management and Planning, Legal and Patent Dept., Trade Control Office, and Branches</p>	27,000
<p>[Reasons for nomination as candidate for Director]</p> <p>Tetsushi Honda has been engaged in the Sales Division of the electric power business and overseas business for many years and has also been engaged in company management as the President of an overseas subsidiary. After being appointed as a Director of the Company, he has promoted company-wide growth strategy planning and execution as the Director in charge of all planning and administrative divisions, as well as the planning and execution of sustainability initiatives to enhance the Company's corporate value through the use of digital technology.</p> <p>In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, the Company nominates him as a candidate for Director.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>None</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			


Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
5	 <div> <div>Reelection</div> <div>Outside</div> <div>Independent</div> </div> <p>Morifumi Wada (October 8, 1954)</p> <p>Tenure as Director 2 years</p>	<p>Mar. 1978 Joined EIKEN CHEMICAL CO., LTD.</p> <p>June 2006 Executive Officer</p> <p>Apr. 2011 Vice President and Executive Officer</p> <p>June 2014 Director, President and CEO</p> <p>June 2021 Director, Chairman and CEO</p> <p>June 2022 Director, Chairman (current position)</p> <p>June 2023 Outside Director of the Company (current position)</p>	200
<p>[Reasons for nomination as candidate for Outside Director and outline of the expected role]</p> <p>Morifumi Wada, while having overseen corporate management for many years as a Director and CEO at a listed company in the pharmaceuticals industry, has a wealth of experience in corporate management and knowledge of governance. After being appointed as an Outside Director of the Company, he has been giving us useful opinions and advice on the management of the Company, utilizing his abundant knowledge. As Chair of the Nomination and Remuneration Advisory Committee, he has also been leading deliberations on matters related to the selection of candidates for Directors and the compensation of Directors as well as consideration of the officer development plan. Additionally, as a member of the Special Committee, he has been contributing to the deliberation of matters related to material transactions of the Company's parent company group and the Company. After his appointment, he is expected to continue to fulfill the above-mentioned roles.</p> <p>In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, judging him as being capable of appropriately performing his duties as an Outside Director, the Company nominates him as a candidate for Outside Director.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>None</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
6	 <div> <div>Reelection</div> <div>Outside</div> <div>Independent</div> </div> <p>Daisaku Abe (June 20, 1957)</p> <p>Tenure as Director 2 years</p>	<p>Apr. 1980 Joined The Industrial Bank of Japan, Limited</p> <p>Apr. 2007 Executive Officer of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.) (retired in April 2009)</p> <p>Apr. 2009 Managing Executive Officer, Mizuho Financial Group, Inc.</p> <p>June 2012 Managing Director, Managing Executive Officer</p> <p>Apr. 2013 Deputy President and Deputy President-Executive Officer</p> <p>Deputy President-Executive Officer, Mizuho Bank, Ltd. (retired in July 2013 due to merger)</p> <p>Deputy President-Executive Officer, Mizuho Corporate Bank, Ltd. (retired in April 2019)</p> <p>Managing Executive Officer, Mizuho Securities Co., Ltd. (retired in April 2014)</p> <p>June 2014 Deputy President and Executive Officer, Mizuho Financial Group, Inc. (retired in April 2019)</p> <p>June 2019 Director (Audit and Supervisory Committee Member), Mizuho Trust & Banking Co., Ltd. (retired in April 2020)</p> <p>Director (Audit and Supervisory Committee Member), Mizuho Securities Co., Ltd. (retired in April 2020)</p> <p>Outside Director, Mizuho Leasing Company, Limited</p> <p>Apr. 2020 Administrative Officer, Mizuho Financial Group, Inc. (retired in June 2020)</p> <p>June 2020 Director and Chairman (Outside Director), Mizuho Leasing Company, Limited</p> <p>June 2021 Director and Chairman</p> <p>June 2022 Executive Adviser (retired in June 2024)</p> <p>Outside Director, NIPPON STEEL KOWA REAL ESTATE CO., LTD. (current position)</p> <p>June 2023 Outside Director of the Company (current position)</p> <p>June 2024 Outside Director, Nissui Corporation (current position)</p>	100
<p>[Reasons for nomination as candidate for Outside Director and outline of the expected role]</p> <p>Daisaku Abe has years of involvement in IT/systems planning, corporate planning and other areas at financial institutions, and possesses deep knowledge of financial operations in general. He also possesses a wealth of corporate management experience through the series of successive officer and executive officer positions that he held at numerous financial institutions, including the role of Deputy President and the role of Deputy President and Executive Officer at the Mizuho Financial Group, Inc. Simultaneously, he has deepened his knowledge of multidimensional corporate management as an outside director of other listed companies. After being appointed as an Outside Director of the Company, he has been giving us useful opinions and advice on the management of the Company, utilizing his abundant knowledge of various kinds. As Chair of the Special Committee, he has been leading the deliberation of matters related to material transactions of the Company's parent company group and the Company. Additionally, as a member of the Nomination and Remuneration Advisory Committee, he has also been contributing to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors as well as consideration of the officer development plan. After his appointment, he is expected to continue to fulfill the above-mentioned roles.</p> <p>In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, judging him as being capable of appropriately performing his duties as an Outside Director, the Company nominates him as a candidate for Outside Director.</p>			

	[Significant concurrent positions outside the Company] Outside Director, NIPPON STEEL KOWA REAL ESTATE CO., LTD. Outside Director, Nissui Corporation
	[Special interest between candidate and the Company] There is no special interest between the candidate and the Company.

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
	 <div style="text-align: center;"> <div>Reelection</div> <div>Outside</div> <div>Independent</div> </div> <p>Nobuko Hanano (October 6, 1968)</p> <p>Tenure as Director 2 years</p>	<p>Apr. 1991 Joined Nomura Research Institute, Ltd. (left in April 1995)</p> <p>Oct. 2000 Registered as Lawyer (Dai-Ichi Tokyo Bar Association) (current position) Joined KOHWA SOHGOH LAW OFFICES</p> <p>Oct. 2004 Partner (current position)</p> <p>Mar. 2019 Outside Audit and Supervisory Board Member, Kanro Inc. (current position)</p> <p>June 2021 Outside Audit and Supervisory Board Member of the Company</p> <p>June 2023 Outside Director of the Company (current position)</p>	200
7	<p>[Reasons for nomination as candidate for Outside Director and outline of the expected role]</p> <p>After working for one of Japan's largest consulting firms as a management researcher, Nobuko Hanano has worked extensively as a lawyer. In addition, she has served as an outside auditor of another listed company, deepening her knowledge on multidimensional corporate management. After being appointed as an Outside Audit and Supervisory Board Member of the Company, she has contributed to improving the effectiveness of the Company's audits by utilizing her abundant knowledge of various kinds. After being appointed as an Outside Director of the Company, she has been giving us useful opinions and advice on the management of the Company, utilizing her abundant knowledge of various kinds. As a member of the Nomination and Remuneration Advisory Committee, she has also been contributing to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors as well as consideration of the officer development plan. Additionally, as a member of the Special Committee, she has been contributing to the deliberation of matters related to material transactions of the Company's parent company group and the Company. After her appointment, she is expected to continue to fulfill the above-mentioned roles. In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, she also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, judging her as being capable of appropriately performing her duties as an Outside Director, the Company nominates her as a candidate for Outside Director.</p> <p>[Significant concurrent positions outside the Company]</p> <p>Lawyer Partner, KOHWA SOHGOH LAW OFFICES Outside Audit and Supervisory Board Member, Kanro Inc.</p> <p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>		

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
8	 <div style="text-align: center;"> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Reelection</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Outside</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">Independent</div> </div> <p style="text-align: center;">Naomi Kodama (January 27, 1968)</p> <p style="text-align: center;">Tenure as Director 1 year</p>	<p>Apr. 1993 Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry) (left in March 2018)</p> <p>Apr. 2013 Assistant Professor, Institute of Economic Research, Hitotsubashi University (retired in March 2016)</p> <p>Apr. 2016 Associate Professor, School of International and Public Policy, Hitotsubashi University (retired in March 2018)</p> <p>Apr. 2018 Professor, Nihon University College of Economics (retired in March 2021)</p> <p>Apr. 2021 Professor, Faculty of Economics, Meiji Gakuin University (current position)</p> <p>June 2024 Outside Director of the Company (current position)</p>	0
<p>[Reasons for nomination as candidate for Outside Director and outline of the expected role]</p> <p>Naomi Kodama has experience in a wide range of fields at the Ministry of Economy, Trade and Industry. At university institutions, her focus is on research in economics, and recently, she has also been engaged in research on human capital management and deepening her knowledge. After being appointed as an Outside Director of the Company, she has been giving us useful opinions and advice on the management of the Company, utilizing her abundant knowledge of various kinds. As a member of the Nomination and Remuneration Advisory Committee, she has also been contributing to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors as well as consideration of the officer development plan. Additionally, as a member of the Special Committee, she has been contributing to the deliberation of matters related to material transactions of the Company's parent company group and the Company. After her appointment, she is expected to continue to fulfill the above-mentioned roles. In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, she also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, judging her as being capable of appropriately performing her duties as an Outside Director, the Company nominates her as a candidate for Outside Director.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>Professor, Faculty of Economics, Meiji Gakuin University</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary, and position and responsibility in the Company	Number of the Company's shares owned
	 <div style="text-align: center;"> <div>New election</div> <div>Outside</div> <div>Independent</div> </div> <p>Masaya Chisaki (June 16, 1959)</p>	<p>Apr. 1983 Joined Tokyo Broadcasting System, Inc. (currently TBS HOLDINGS, INC.)</p> <p>Jun. 2018 Director, TBS HOLDINGS, INC. (retired in June 2024) Director, Tokyo Broadcasting System Television, Inc.</p> <p>Jun. 2020 Managing Director, Tokyo Broadcasting System Television, Inc.</p> <p>Jul. 2024 Executive Advisor, Tokyo Broadcasting System Television, Inc.</p>	100
9	<p>[Reasons for nomination as candidate for Outside Director and outline of the expected role]</p> <p>Masaya Chisaki has been engaged in stock administration, investor relations, public relations, and human resources and labor management, among others, in the broadcasting industry. Having served as Director of TBS HOLDINGS, INC. and Director and Managing Director of Tokyo Broadcasting System Television, Inc., he has a wealth of experience in corporate management and is well versed in sustainability and governance as well as IR and SR activities. After his appointment as an Outside Director of the Company, he is expected to give us useful opinions and advice on the management of the Company, utilizing his abundant knowledge of various kinds. Additionally, he is expected to contribute to deliberations on matters related to the selection of candidates for Directors and the compensation of Directors as a member of the Nomination and Remuneration Advisory Committee as well as to deliberations of matters related to material transactions of the Company's parent company group and the Company as a member of the Special Committee.</p> <p>In addition to high ethical standards, and abilities to accurately make decisions and understand issues, which are essential for a Director, he also possesses the necessary experience and insight to promote sustainable growth and improvement of corporate value of the Group. Therefore, judging him as being capable of appropriately performing his duties as an Outside Director, the Company nominates him as a new candidate for Outside Director.</p> <p>[Significant concurrent positions outside the Company]</p> <p>None</p> <p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>		

- Notes: 1. The positions and responsibilities held by Masayuki Yamada in the past ten years at the Company's parent company Tosoh Corporation and its subsidiaries (Tosoh Bioscience, Inc., Tosoh Bioscience LLC, Tosoh Techno-System, Inc., Tosoh Europe, N.V., and Tosoh America, Inc.) are presented in the above "Career summary, and position and responsibility in the Company."
2. Morifumi Wada, Daisaku Abe, Nobuko Hanano, Naomi Kodama and Masaya Chisaki are candidates for Outside Director.
3. Morifumi Wada is scheduled to retire from the position of Director, Chairman of EIKEN CHEMICAL CO., LTD. at the conclusion of the ordinary general meeting of shareholders of EIKEN CHEMICAL CO., LTD. to be held in June 2025.
4. Currently, the Company has entered into respective agreements with Morifumi Wada, Daisaku Abe, Nobuko Hanano and Naomi Kodama to set the minimum amount of liability provided by laws and regulations as the amount for liability for damages under Article 423, paragraph 1 of the Companies Act in cases where there is good faith and no gross negligence, in accordance with Article 427, paragraph 1 of the same Act and the Articles of Incorporation of the Company. If they are elected as Directors, the Company plans to continue the said agreement with each of them. In addition, if Masaya Chisaki is elected as Director, the Company plans to enter into the same agreement with him.

5. The Company has entered into indemnity agreements under Article 430-2, paragraph 1 of the Companies Act with all the Directors and Audit and Supervisory Board Members. Under these indemnity agreements, the Company shall indemnify them against the expenses under Item 1 and the losses under Item 2 of the same Act to the extent specified by laws and regulations. However, in order to ensure that the indemnity agreement does not impair the proper performance of the indemnitee's duties, there are certain exemptions, such as the indemnitee's bad faith in performing his or her duties, in which case the indemnification of the dispute expenses will not be applied. Masayuki Yamada, Yasutoshi Nakayama, Nobuyoshi Suda, Tetsushi Honda, Morifumi Wada, Daisaku Abe, Nobuko Hanano and Naomi Kodama have already entered into the said indemnity agreements, and if they are elected as Directors, the Company plans to continue the said indemnity agreement with each of them. In addition, if Masaya Chisaki is elected as Director, the Company plans to enter into the same indemnity agreement with him.
6. At present, the Company and the insurance company have entered into an Officers' Liability Insurance Contract with all Directors included as insured persons as stipulated in Article 430-3, paragraph 1 of the Companies Act. In the event of a claim for damages arising from duties performed by the insured in his or her position during the insurance period, the insurance contract covers compensation for damage and dispute costs. However, there are certain exemptions, such as damage caused intentionally or by gross negligence that is not covered by the relevant insurance contract. Each candidate who is elected as a Director will be insured under the insurance contract. The term of the insurance contract is one year and shall be renewed upon resolution of the Board of Directors before the expiration of the term.
7. On March 18, 2025, Kanro Inc., for which Nobuko Hanano currently serves as an Outside Audit and Supervisory Board Member, and one of its employees were referred to prosecutors on suspicion of violating the Industrial Safety and Health Act. The reason for this is that Kanro Inc. failed to submit a report of worker casualties to the Labour Standards Inspection Office, despite the fact that an industrial accident occurred at the plant on August 14, 2024, causing one employee to be absent from work for five days. Although she was unaware of this violation until she received a report from the company, she had been emphasizing compliance with laws and regulations concerning labor management and health and safety at the plants for some time, and had been striving to ensure no execution of operations in violation of laws and regulations, by stating opinions at Board of Directors meetings and Audit and Supervisory Board meetings. After becoming aware of the fact, she requested the company to investigate the fact and formulate measures to prevent recurrence, and confirmed the details of the initiatives to prevent recurrence, and thus, she has appropriately fulfilled her responsibilities.⁸ The Company has submitted notification to the Tokyo Stock Exchange that Morifumi Wada, Daisaku Abe, Nobuko Hanano and Naomi Kodama have been designated as independent officers as provided for by the aforementioned exchange. In addition, the Company has submitted notification to the said exchange that Masaya Chisaki shall be designated as an independent officer. For the Company's "Criteria for Independence of Outside Officers," please see the "(Reference)" part that follows "Proposal No. 3: Election of Two Substitute Audit and Supervisory Board Members" in this Notice of the Ordinary General Meeting of Shareholders.

Proposal No. 3 Election of Two Substitute Audit and Supervisory Board Members

To prepare for a situation where the number of Audit and Supervisory Board Members does not satisfy the number prescribed by laws and regulations, the Company proposes the election of two Substitute Audit and Supervisory Board Members.

The candidates for Substitute Audit and Supervisory Board Member are as follows. Chikara Furuuchi will be a substitute for Audit and Supervisory Board Member Yoshihiro Tajitsu, and Mio Minaki will be a substitute for an Outside Audit and Supervisory Board Member.

The appointment of the Substitute Audit and Supervisory Board Member shall be subject to the number of Audit and Supervisory Board Members not satisfying the number prescribed by laws and regulations, and the term of office thereof shall be the remaining term of office of a predecessor.

In addition, the consent of the Audit and Supervisory Board has been obtained for the submission of this proposal.

Candidate No.	Name (Date of birth)	Career summary and position in the Company	Number of the Company's shares owned
1	Chikara Furuuchi (October 11, 1954)	<p>Apr. 1977 Joined the Company</p> <p>Apr. 2010 Executive Officer, Senior General Manager of Performance Products Business Division and General Manager of Sales Dept. 2 Director and President (Representative Director) of Organo High-tech Co., LTD. (retired in March 2012)</p> <p>June 2010 Executive Officer, Senior General Manager of Performance Products Business Division, Industrial Plant Business of the Company</p> <p>Apr. 2012 Executive Officer of the Company Director and President (Representative Director) of ORGANO TOKYO CORPORATION (currently ORGANO CORPORATION) (retired in April 2014)</p> <p>June 2012 Director and Executive Officer of the Company</p> <p>Apr. 2014 Director and Executive Officer, General Manager of Human Resources Dept., Corporate Management and Planning</p> <p>Apr. 2015 Managing Director and Executive Officer, General Manager of Human Resources Dept., Corporate Management and Planning</p> <p>June 2015 Managing Director and Executive Officer, President of Corporate Management and Planning and General Manager of Human Resources Dept., Corporate Management and Planning</p> <p>Apr. 2016 Managing Director and Executive Officer, President of Corporate Management and Planning</p> <p>June 2016 Managing Director and Executive Officer, President of Industrial Plant Business</p> <p>June 2018 Advisor (retired in June 2020) Director and Vice President (Representative Director) of ORGANO ECO TECH CORPORATION (currently ORGANO CORPORATION) (retired in June 2019)</p> <p>June 2019 Director and President (Representative Director) of ORGANO ACTY CORPORATION (retired in June 2020)</p>	2,800
<p>[Reasons for nomination as candidate for Substitute Audit and Supervisory Board Member]</p> <p>Chikara Furuuchi has overseen corporate management for many years as a Director of the Company and as Director and President of the Company's subsidiaries. As well as administrative management divisions, such as accounting and human resources, he was also in charge of a wide range of the Company's businesses, such as Performance Products and Industrial Plant Businesses, thus contributing to the expansion of our operations. In addition to high ethical standards and an ability to make decisions fairly and impartially, which are essential for an Audit and Supervisory Board Member, he also possesses the necessary experience and insight to conduct an appropriate audit on the management of the Company. Therefore, the Company nominates him as a candidate for Substitute Audit and Supervisory Board Member.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>None</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			

Candidate No.	Name (Date of birth)	Career summary and position in the Company	Number of the Company's shares owned
2	Mio Minaki (April 6, 1973)	<p>Oct. 2003 Public Prosecutor, Tokyo District Public Prosecutors Office</p> <p>Apr. 2004 Public Prosecutor, Osaka District Public Prosecutors Office</p> <p>Apr. 2005 Public Prosecutor, Fukuoka District Public Prosecutors Office</p> <p>Apr. 2014 Litigation Prosecutor, Fukuoka Legal Affairs Bureau</p> <p>Apr. 2016 Public Prosecutor, Tokyo District Public Prosecutors Office</p> <p>Apr. 2017 Seconded to Agriculture, forestry and fisheries Fund corporation for Innovation, Value-chain and Expansion Japan, General Manager of Legal Affairs Department (retired in March 2019)</p> <p>Apr. 2019 Registered as Lawyer (Dai-Ni Tokyo Bar Association) (current position)</p> <p>Partner of Minaki & Kitazawa Law Office (current position)</p> <p>June 2019 Outside Director of SEIKAGAKU CORPORATION (current position)</p> <p>June 2021 Outside Auditor of NITTOKU CO., LTD. (retired in June 2024)</p> <p>June 2023 Outside Audit & Supervisory Board Member of Vortex Co., Ltd. (current position)</p> <p>Mar. 2024 External Corporate Auditor of Sumitomo Heavy Industries, Ltd. (current position)</p>	0
<p>[Reasons for nomination as candidate for Substitute Outside Audit and Supervisory Board Member]</p> <p>Mio Minaki is currently widely active as a lawyer based on her wealth of experience and insight into corporate legal affairs cultivated over years in the judicial sector. Additionally, she has deepened her knowledge of multidimensional corporate management as an outside officer of other listed companies. In addition to high ethical standards and an ability to make decisions fairly and impartially, which are essential for an Audit and Supervisory Board Member, she also possesses the necessary experience and insight to conduct an appropriate audit on the management of the Company. Therefore, judging her as being capable of appropriately performing her duties as an Outside Audit and Supervisory Board Member, the Company nominates her as a candidate for Substitute Outside Audit and Supervisory Board Member.</p>			
<p>[Significant concurrent positions outside the Company]</p> <p>Lawyer Partner of Minaki & Kitazawa Law Office Outside Director of SEIKAGAKU CORPORATION External Corporate Auditor of Sumitomo Heavy Industries, Ltd.</p>			
<p>[Special interest between candidate and the Company]</p> <p>There is no special interest between the candidate and the Company.</p>			

- Notes: 1. Mio Minaki is a candidate for Substitute Outside Audit and Supervisory Board Member.
2. If the number of Audit and Supervisory Board Members or Outside Audit and Supervisory Board Members does not satisfy the number prescribed by laws and regulations and Chikara Furuuchi or Mio Minaki is appointed, the Company plans to enter into an agreement to set the minimum amount of liability provided by laws and regulations as the amount for liability for damages under Article 423, paragraph 1 of the Companies Act in cases where there is good faith and no gross negligence, in accordance with Article 427, paragraph 1 of the same Act and the Articles of Incorporation of the Company.
3. If the number of Audit and Supervisory Board Members or Outside Audit and Supervisory Board Members does not satisfy the number prescribed by laws and regulations and Chikara Furuuchi or Mio Minaki is appointed, the Company plans to enter into an indemnity agreement under Article 430-2, paragraph 1 of the Companies Act with Chikara Furuuchi or Mio Minaki. Under these indemnity agreements, the Company shall indemnify them against the expenses under Item 1 and the losses under Item 2 of the same Act to the extent specified by laws and regulations. However, in order to ensure that the indemnity agreement does not impair the proper performance of the indemnitee's duties, there are certain exemptions, such as the indemnitee's bad faith in performing his or her duties, in which case the indemnification of the dispute expenses will not be applied.
4. At present, the Company and the insurance company have entered into an Officers' Liability Insurance Contract with all Audit and Supervisory Board Members included as insured persons as stipulated in Article 430-3, paragraph 1 of the Companies Act. In the event of a claim for damages arising from duties performed by the insured in his or her position during the insurance period, the insurance contract covers compensation for

damage and dispute costs. However, there are certain exemptions, such as damage caused intentionally or by gross negligence that is not covered by the relevant insurance contract. If the number of Audit and Supervisory Board Members or Outside Audit and Supervisory Board Members does not satisfy the number prescribed by laws and regulations and Chikara Furuuchi or Mio Minaki is appointed, he or she will become the insured under the insurance contract. The term of the insurance contract is one year and shall be renewed upon resolution of the Board of Directors before the expiration of the term.

5. If the number of Outside Audit and Supervisory Board Members does not satisfy the number prescribed by laws and regulations and Mio Minaki is appointed, the Company will designate her as an independent officer in accordance with the provisions of the Tokyo Stock Exchange and notify it to the Exchange. For the Company's "Criteria for Independence of Outside Officers," please see the "(Reference)" part that follows this proposal.

(Reference)

Policy on Nomination of Director Candidates

The number of members of the Board of Directors shall be between three and ten, and in principle, one-third or more of its members shall be comprised of Independent Outside Directors. In order to achieve sustainable growth and maximize corporate value over the medium to long term, the Company's policy on nomination of candidates for Director is to identify skills such as knowledge, experience, and abilities that should be provided as a Director and ensure that the entire Board of Directors has a well-balanced structure.

Skill matrix of Directors (planned) after the General Meeting of Shareholders

Based on the above policy, the Company has identified and selected the following items as the specific skills of each director candidate that are especially expected to be demonstrated in light of their respective roles. The skills possessed by each Director candidate are appropriately balanced, and the list is shown in the table below.

Name	Corporate Management/ Management Strategy	Finance/ Accounting	Legal Affairs and Risk Management	Global	Sales and Marketing	Technology	Human Resource Strategy	Sustainability
Masayuki Yamada	◎	◎	◎	◎		◎	◎	◎
Yasutoshi Nakayama	◎			◎	◎			◎
Nobuyoshi Suda	◎			◎		◎		◎
Tetsushi Honda	◎	◎		◎	◎		◎	◎
Morifumi Wada (Outside)	◎	◎	◎				◎	◎
Daisaku Abe (Outside)	◎	◎	◎			◎		◎
Nobuko Hanano (Outside)		◎	◎					◎
Naomi Kodama (Outside)			◎			◎	◎	◎
Masaya Chisaki (Outside)	◎		◎				◎	◎

Note: This matrix does not represent the full range of expertise and experience possessed by each director candidate.

(Reference)

Definition of each skill and reasons for selection

Skills	Definition and reasons for selection
Corporate Management/ Management Strategy	Skills required for executing high-level management judgment and supervising business execution when it is difficult to predict the long-term business environment. These skills provide the foundation for the Organo Group to achieve sustainable growth toward the realization of ORGANO2030 and maximize long-term corporate value.
Finance/Accounting	Skills required for establishing a sound and solid financial base and for promoting and supervising financial strategies, such as achievement of both investment for growth and shareholder returns. These skills provide the foundation for the Organo Group to achieve sustainable growth toward the realization of ORGANO2030 and maximize long-term corporate value.
Legal Affairs and Risk Management	Skills indispensable for supporting the foundation of fair and sound business activities by ensuring appropriate company-wide risk management and compliance. These skills provide the foundation for the Organo Group to achieve sustainable growth toward the realization of ORGANO2030 and maximize long-term corporate value.
Global	Experience in business management in international regions that include the areas where the Organo Group operates and an understanding of diverse lifestyles and values, and skills required for promoting and supervising a precise global strategy. These skills are necessary for accelerating growth in the areas of global business development defined by ORGANO 2030 and to achieve continuous business growth.
Sales and Marketing	Skills required for promoting and supervising the Organo Group's initiatives for business growth strategies in priority businesses and fields and the strengthening of the supply chain and the reinforcement of domestic and overseas regional bases. These skills are necessary for addressing business growth strategies in priority businesses and fields and strengthening the supply chain and reinforcing domestic and overseas regional bases defined by ORGANO 2030.
Technology	Knowledge and experience in technology, a key competitive principle of the Organo Group, and skills required for promoting and supervising the strengthening of the value chain. These skills are necessary for strengthening the value chain, including strengthening the engineering structure, technology development and intellectual property strategy, and domestic and overseas regional bases defined by ORGANO 2030. Note: "Technology" includes skills related to "research and development," "engineering," "production and manufacturing," and "IT, information and DX."
Human Resource Strategy	Knowledge and experience in human resource strategy (organizational strategy, DEI, human resource development, etc.), which is positioned as one of the pillars of the management foundation of the Organo Group, and skills required for promoting and supervising the strengthening and enhancement of the management foundation. These skills are necessary for strengthening and enhancing the human resource strategy, which is positioned as one of the pillars of the management foundation defined by ORGANO 2030.
Sustainability	Knowledge and experience in sustainability (ESG/SDGs initiatives, respect for human rights, etc.), which is positioned as one of the pillars of the management foundation of the Organo Group, and skills required for promoting and supervising the strengthening and enhancement of the management foundation. These skills are necessary for realizing a sustainable society in collaboration with stakeholders and enhancing corporate value of the Organo Group through commitment to sustainability, which is positioned as one of the pillars of the management foundation defined by ORGANO 2030.

Criteria for Independence of Outside Officers

An outside officer of the Company will be deemed as not satisfying the requirements for independence if any of the following statuses are applicable to him/her.

- (i) A person who is currently, or who has been during the past ten years, an executive of the Company or a subsidiary of the Company.
- (ii) A person who is currently, or who has been during the past ten years, a non-executive director or an accounting advisor of the Company or a subsidiary of the Company (applicable only in the case of Outside Audit and Supervisory Board Members).
- (iii) A person who is currently, or who has been during the past ten years, an executive or a non-executive director of the Company's parent company.
- (iv) A person who is currently, or who has been during the past ten years, an Audit and Supervisory Board Member of the Company's parent company (applicable only in the case of Outside Audit and Supervisory Board Members).
- (v) A person who is currently, or who has been during the past ten years, an executive at a sister company of the Company.
- (vi) A person who is currently, or who has been during the past one year, either a person who has the Company as a major business partner, or an executive of such an entity.
- (vii) A person who is currently, or who has been during the past one year, either a person who is a major business partner of the Company or an executive of such an entity.
- (viii) A person who is currently, or who has been during the past one year receiving a large amount of money or other assets from the Company other than remuneration for directors (and other officers) either as a consultant, an accounting professional, or a legal professional.
- (ix) A person who is currently a major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation).
- (x) A person who is currently an executive at an entity under circumstances where outside officers are mutually appointed between said entity and the Company.
- (xi) A person who is currently an executive at an entity that is receiving a significant amount of donations from the Company.
- (xii) A person whose spouse or relative within second degree of kinship falls under any of (i) through (viii) above (limited to material persons).

Business Report (From April 1, 2024 to March 31, 2025)

1. Status of the corporate group













(1) Business progress and results

During the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025), the global economy remained firm particularly in the U.S. despite the impact of an economic downturn in China and geopolitical risks such as the situation in the Middle East. The Japanese economy also showed signs of a moderate recovery amid continuing improvement of the employment and income environment. On the other hand, there are concerns about the impact of the U.S. trade policy on the global economy, and there is a sense of uncertainty about the outlook.

In the electronics industry, the Organo Group's main market, the overall situation continued to be brisk, as capital investment for cutting-edge semiconductors increased, reflecting increased demand for semiconductors related to generative artificial intelligence (AI). On the other hand, demand for semiconductors other than for AI applications, such as those for electric vehicles (EV) and smartphones, decreased and there was a sense of stagnation in certain fields. In the general industry, capital investment in the electronics peripherals field in Japan increased in line with the increase in capital investment in the electronics industry, and demand for maintenance generally remained at a high level. In the social infrastructure field, such as electric power/water supply and sewage, demand for replacement of facilities, various maintenance services, etc. remained strong.

Under these conditions, while promoting order-taking and delivery activities for large-scale projects in Japan and overseas, the Organo Group executed investment related to digital transformation (DX) with the aim of enhancing the efficiency of plant engineering processes and took steps to expand production and delivery capacities, such as promotion of measures for development and deployment of human resources worldwide. We have also promoted various measures to enhance R&D aimed at the creation of next-generation technology and new businesses, reinforce human capital by expanding recruitment and training, enhance sustainability and governance, and renew the enterprise system to promote efficient and rational digital management.

As a result, for the fiscal year ended March 31, 2025, orders received increased by 4.7% year on year to ¥151,272 million, net sales increased by 8.6% year on year to ¥163,269 million, operating profit increased by 38.0% to ¥31,120 million, ordinary profit increased by 35.1% to ¥31,639 million, profit attributable to owners of parent increased by 39.5% to ¥24,150 million, and return on equity (ROE) was 21.7%, compared to 18.4% for the previous fiscal year. Orders received were lower than the initial plan but exceeded the previous fiscal year's result. Net sales and the respective profit figures surpassed the actual results of the previous fiscal year and the levels of the initial plan across the board and achieved record highs as in the previous fiscal year. The carry-over balance for the order backlog, which will form the basis for sales from the next fiscal year onward, was ¥105,778 million (down 8.5% year on year), remaining at a high level.

Orders received	Carry-over backorder	Net sales
¥151.2 billion	¥105.7 billion	¥163.2 billion
+4.7% YoY 	-8.5% YoY 	+8.6% YoY 
-2.4% vs. Plan 	-8.5% vs. Plan 	+5.3% vs. Plan 
Operating profit	Operating profit ratio	Return on equity (ROE)
¥31.1 billion	19.1%	21.7%
+38.0% YoY 	+4.1 points YoY 	+3.3 points YoY 
+35.3% vs. Plan 	+4.3 points vs. Plan 	+6.7 points vs. Plan 

[Water Treatment Engineering Business Unit]

Orders received

¥126.3 billion

+4.9% YoY



Net sales

¥138.1 billion

+9.3% YoY



Operating profit

¥27.3 billion

+43.3% YoY



Major Business and Products

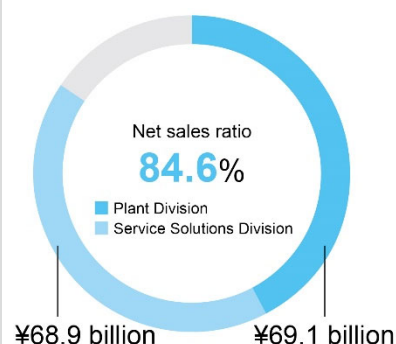


Plant Division

Pure and ultrapure water production facilities, Industrial process water treatment facilities, Wastewater treatment and recovery facilities, Valuable material recovery facilities, Production processing-related facilities

Service Solutions Division

Replacement of expendable items, Maintenance, Operational support services, Renovation and reconditioning, Build-Own-Operate, Comprehensive maintenance service



Customers and Markets

Electronics Industry

Net sales

¥96.6 billion

- Semiconductors
- Flat panel display
- Electronic parts

General Industry

Net sales

¥30.0 billion

- Pharmaceuticals, cosmetics
- Food and beverage
- Machinery and chemicals

Electric Power/Water Supply and Sewage

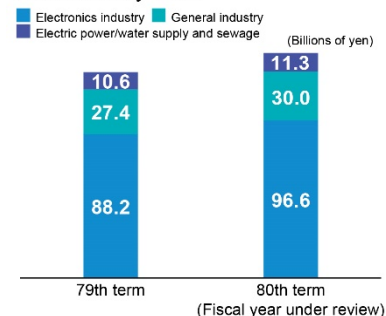
Net sales

¥11.3 billion

- Power plants
- Water purification plants
- Sewage treatment plants

Net sales by field

Net sales by field



■Orders received

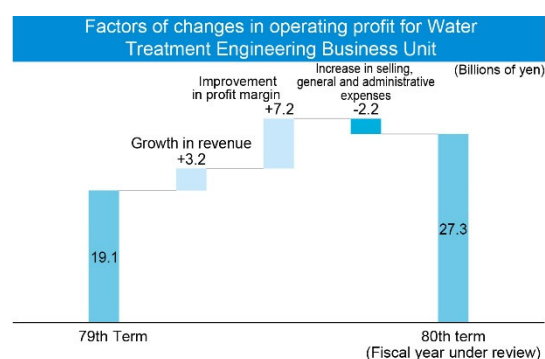
Orders received increased 4.9% year on year to ¥126,327 million. In the electronics industry, orders received were lower than the initial forecast because orders for large-scale projects in Japan, China, and Southeast Asia were received later than expected, with some still pending, although orders received in the Plant Division increased, mainly because orders received in Taiwan exceeded expectations. Orders received in the Service Solutions Division also increased, reflecting strong demand for solutions projects both in Japan and overseas, such as facility-owned services and various maintenance services. Orders received increased in the general industry, too, mainly due to orders received for ultrapure water facility for Hyper-Kamiokande and for large projects for electronics peripherals, in addition to the strong demand for solutions projects. On the other hand, orders received in the social infrastructure field decreased somewhat, owing to a decline in projects for water purification plants, despite orders received for replacement of power plans in Japan.

■Net sales

Net sales increased 9.3% year on year to ¥138,130 million. In the electronics industry, net sales increased, reflecting steady progress of construction of large-scale projects in Taiwan and strong sales of solutions projects, such as facility-owned services and various maintenance services, replacement of expendable items for the facilities delivered, as well as renovation and reconditioning. In the general industry, net sales also increased, reflecting mostly steady progress in plant projects ordered in the previous fiscal year or earlier and strong sales of solutions projects. In the social infrastructure field, net sales increased, reflecting robust sales centering on power plants in Japan.

■Operating profit


Operating profit increased 43.3% year on year to ¥27,382 million. This was attributable to an increase in sales from plant projects and growth in sales in the Service Solutions Division, whose profitability is higher than that for the Plant Division, and a higher gross profit margin. The gross profit margin of the Plant Division improved owing to the favorable order-receiving environment against the backdrop of strong capital investment, as well as various initiatives for profit improvement. The gross profit margin of the Service Solutions Division also improved mainly due to the growth of facility-owned services whose profitability is relatively high.



[Performance Products Business Unit]


Orders received

¥24.9 billion

+3.7% YoY 


Net sales

¥25.1 billion

+4.9% YoY 

Operating profit

¥3.7 billion

+8.9% YoY 

Major Business and Products



Water Treatment
Chemicals Division

RO membrane protection chemicals, Wastewater treatment chemicals, Cooling water treatment chemicals, Cleaning chemicals, Boiler water treatment chemicals



Standard Water
Equipment and
Functional Materials
Division

Pure and ultrapure water production systems
Filters
Functional materials (separation and refinement materials)



Food Products Division

Food ingredients
Food processing agents



Customers and Markets

Water Treatment
Chemicals Division

Net sales
¥9.1 billion

- Various manufacturing industries
- Buildings and commercial facilities

Standard Water
Equipment and
Functional Materials
Division

Net sales
¥10.0 billion

- Medical institutions, research institutions
- Various manufacturing industries
- Food and beverage, convenience stores

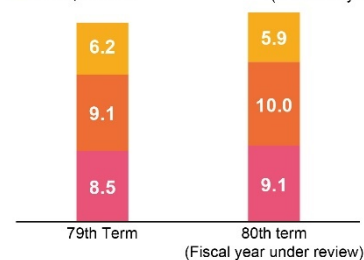
Food Products Division

Net sales
¥5.9 billion

- Food factories, food processing industry
- Beverage manufacturing
- Nursing care food, health food manufacturing

Net sales by field
Net sales by field

■ Water treatment chemicals
■ Standard water treatment equipment and filters
■ Food products
(Billions of yen)

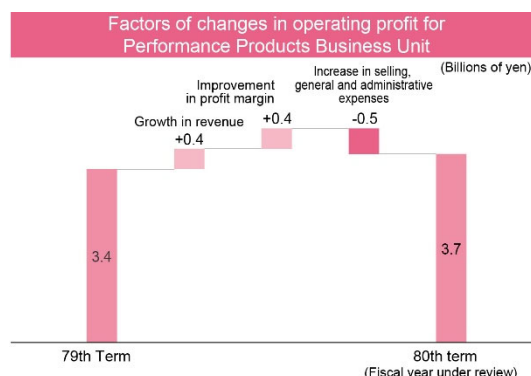


■Orders received/Net sales

Orders received increased 3.7% year on year to ¥24,944 million and net sales increased 4.9% year on year to ¥25,139 million. Against the backdrop of strong semiconductor demand, sales of products for the electronics industry, including RO membrane protection chemicals and wastewater treatment chemicals, were brisk, resulting in an increase in net sales of the Water Treatment Chemicals Division. Net sales of the Standard Equipment and Functional Materials Division also increased, mainly due to an increase in sales of functional materials, such as ion exchange resin used for separation and refinement of electronic materials. On the other hand, net sales of the Food Products Division, which handles various food processing agents for processed foods, decreased due to progress of liquidation of unprofitable transactions.

■Operating profit

Operating profit increased 8.9% year on year to ¥3,738 million. In addition to an increase in net sales of the products in general, an increase in sales of water treatment chemicals and functional materials for the electronics industry whose gross profit margin is relatively high, and the implementation of profit improvement measures, including price increases in line with increases in raw material prices, resulted in higher operating profit.



Note: Effective from the fiscal year under review, the separation and refinement business, which was previously included in the “Water Treatment Engineering Business Unit,” is now included in the “Performance Products Business Unit,” and comparison with the previous fiscal year, and analysis are done by restating the figures for the previous fiscal year in accordance with the classification after the change.

(2) Issues to be addressed

The Group has formulated ORGANO 2030, its medium- to long-term management plan. Under ORGANO 2030, we aim to build a profit structure that will enable us to consistently post net sales of ¥200.0 billion or more, an operating profit ratio of at least 15%, and ROE of at least 12% by fiscal 2030. However, growth exceeded our expectations, especially in the electronics industry, and we achieved operating profit of ¥30 billion, our target for fiscal 2030, in fiscal 2024.

Therefore, based on the assumption that the electronics industry will continue to grow and that demand for water treatment in other fields will also remain strong, we have revised the earnings targets for fiscal 2030: net sales of ¥250 billion, operating profit ratio of 18% or more, with 15% as the minimum requirement, and maintaining ROE of 15% or more. In order to achieve these targets, the Group has identified three key challenges—“Business Growth Strategy,” “Strengthen Value Chain,” and “Enhance Management Foundation”—and has reorganized its initiatives for each of them. In order to evaluate the status of progress in sustainably enhancing corporate value and improving profitability, the Group positions ROE and the operating profit ratio as key indicators.

●Business Growth Strategy

In the electronics industry, the Group’s main market, cutting-edge semiconductors are expected to drive market growth due to the progress of generative AI, and the peripheral market, including electronic materials, is expected to expand accordingly. Therefore, the electronics industry will continue to be a priority area for the Group, and we will continue our policy of targeting business expansion by accelerating technological innovation and area development, based on the business development in the market for the electronics industry. In addition, in order to realize further growth in the future, we recognize that, in parallel with the initiatives in the electronics industry, we need to strengthen our business portfolio and geographical portfolio for global business development.

With regard to the business portfolio, we aim to maximize customer value by further strengthening synergies between the Group’s Water Treatment Engineering Business and the Performance Products Business. At the same time, we will divide the Service Solutions Division into two fields: one to generate profits as a stable revenue base (Field Solutions) and one for investment in growth to ensure competitiveness and contribution to future sales (Advanced Solutions). We aim to achieve growth of these fields by implementing strategies tailored to the characteristics of each field.

With regard to the portfolio for global business development, while our top priority is to develop the U.S. market, a new region for our business development, we will also strive to secure continued growth in Greater China and aggressively pursue expansion into new regions such as South Korea and India. In addition, in the ASEAN region, we will continue to promote business development, considering its position as a base for strengthening the Group’s supply chain and engineering resources.

In realizing the growth strategy described above, going beyond organic growth measures, we will flexibly consider inorganic means as well, such as alliances with other companies and M&A, and clarify priorities and strategically allocate management resources.

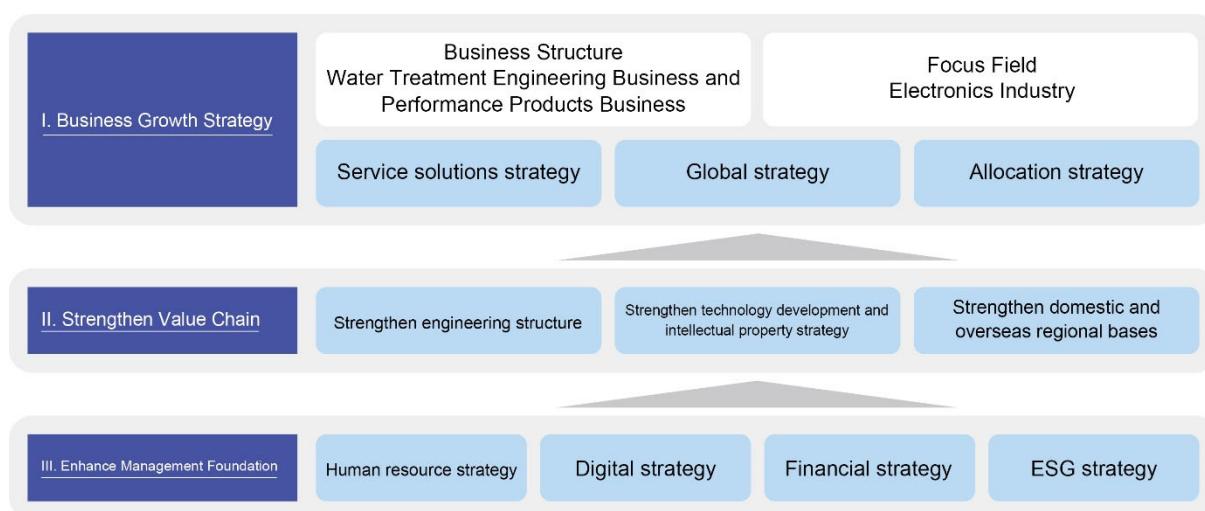
●Strengthen Value Chain

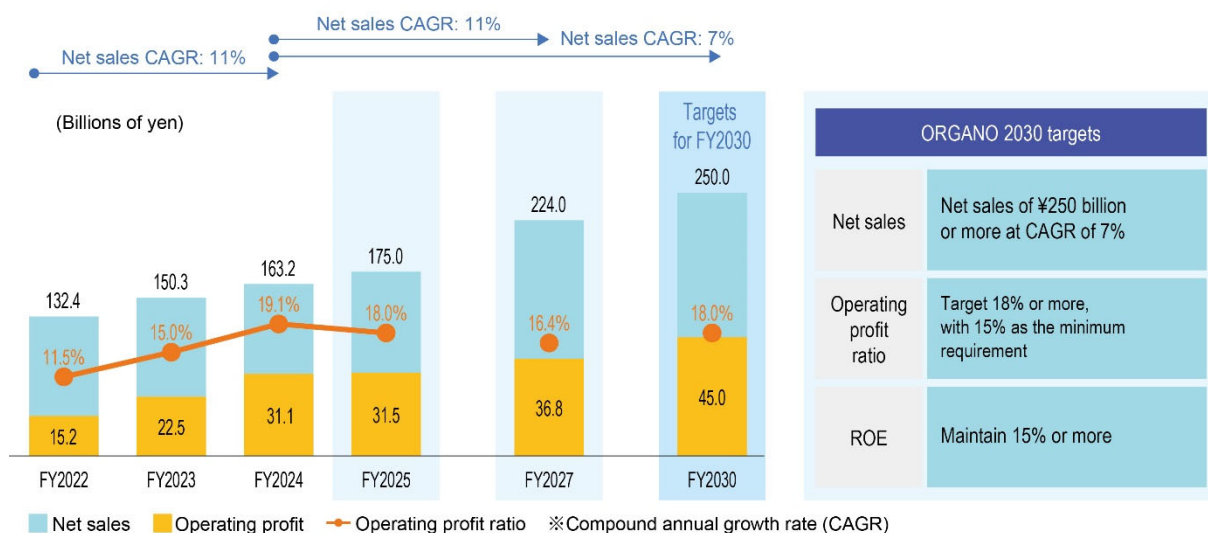
In order to implement business strategies, it is essential to strengthen each function in the value chain that supports those strategies. We will enhance our ability to implement measures and the feasibility of the strategies by strengthening the engineering structure to expand production and delivery capacity and improve operational efficiency, establishing a competitive advantage by promoting technology development and the intellectual property strategy that are linked to the business strategies, and reorganizing our domestic and overseas bases and network to strengthen our customer contact points.

●Enhance Management Foundation

In order to steadily implement the business growth strategy and strengthen our value chain, it is essential to further enhance the management foundation that supports them. In order to realize sustainable enhancement of corporate value, the Group will promote strategic initiatives from multiple perspectives, including human resources, digital, financial, and ESG.

Among these, human resources are the most important management resources, and we have made strengthening our personnel structure and human resource development a cornerstone of our operations. Furthermore, in order to make the most of human resources, we will promote innovation in business processes through the use of digital technology to continuously improve productivity. Moreover, we will strive to ensure safety and compliance, which are the basic prerequisites for business continuity, as well as strengthen strategic financial management and ESG initiatives to sustainably strengthen the management foundation.





■Management Targets

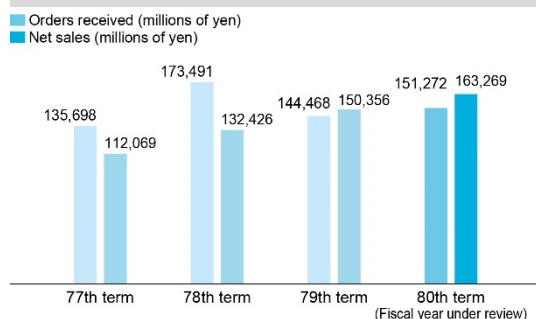
Category	80th term Fiscal year ending March 31, 2025 (results)	81st term Fiscal year ending March 31, 2026 (planned)	83rd term Fiscal year ending March 31, 2028 (planned)	86th term Fiscal year ending March 31, 2031 (planned)
Orders received (millions of yen)	151,272	180,000	240,000	250,000
Net sales (millions of yen)	163,269	175,000	224,000	250,000
Operating profit (millions of yen)	31,120	31,500	36,800	45,000
Operating profit ratio (%)	19.1	18.0	16.4	18.0
Return on equity (ROE) (%)	21.7	18.8	17.2	15.0

(3) Changes in assets and profit and loss

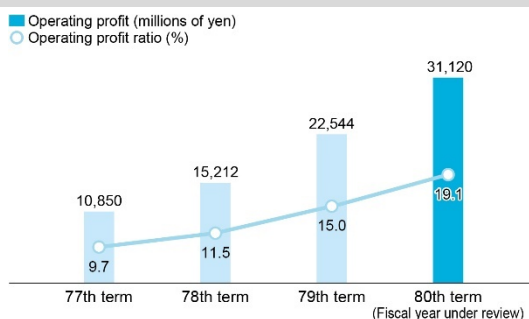
Category	77th term Fiscal year ended March 31, 2022	78th term Fiscal year ended March 31, 2023	79th term Fiscal year ended March 31, 2024	80th term (Fiscal year under review) Fiscal year ended March 31, 2025
Orders received (millions of yen)	135,698	173,491	144,468	151,272
Net sales (millions of yen)	112,069	132,426	150,356	163,269
Operating profit (millions of yen)	10,850	15,212	22,544	31,120
Operating profit ratio (%)	9.7	11.5	15.0	19.1
Ordinary profit (millions of yen)	11,545	16,020	23,425	31,639
Profit attributable to owners of parent (millions of yen)	9,210	11,730	17,310	24,150
Basic earnings per share (yen)	200.67	255.77	376.92	525.37
Return on equity (ROE) (%)	12.9	14.5	18.4	21.7
Total assets (millions of yen)	130,506	164,854	182,703	194,396
Net assets (millions of yen)	76,004	86,371	102,147	121,194
Net assets per share (yen)	1,655.14	1,877.80	2,218.53	2,631.24

- Notes: 1. The Company implemented a share split on October 1, 2022, splitting one common share into four. Basic earnings per share and net assets per share have been calculated as if the aforementioned share split had been carried out at the beginning of the 76th term.
2. When calculating basic earnings per share, common shares of the Company held by the Officer Share Delivery Trust have been included in treasury shares excluded from the calculation of the average number of shares during the period. Also, when calculating net assets per share, those shares have been included in treasury shares excluded from the total number of issued shares at the end of the period.

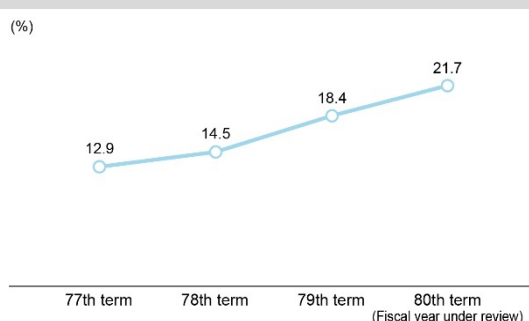
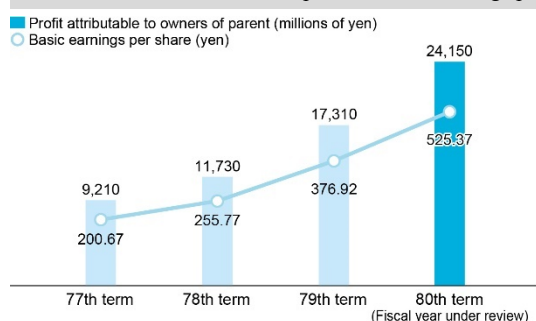
Orders received / Net sales



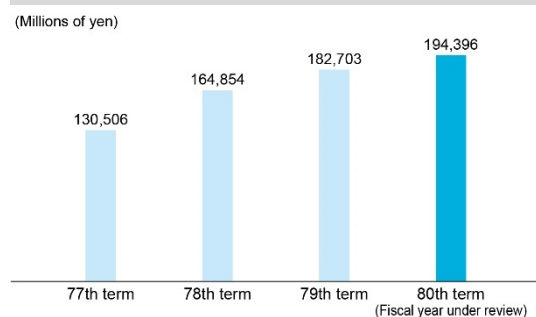
Operating profit / Operating profit ratio



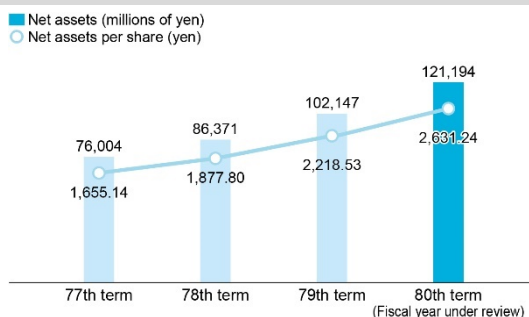
Profit attributable to owners of parent / Basic earnings per share ROE



Total assets



Net assets / Net assets per share



(4) Parent company and major subsidiaries

(i) Relationship with parent company

The Company's parent company is Tosoh Corporation, and it holds 20,429 thousand shares (equity ownership 44.1% includes the portion of indirect ownership) of the Company.

The Company purchases items such as some raw materials for water treatment chemicals, from Tosoh Corporation and it also carries out other transactions with Tosoh Corporation, such as selling various types of water treatment systems and related chemicals to the said company. The Company's dependence on Tosoh Corporation in terms of sales transactions is insignificant.

Tosoh Corporation and the Company have not entered into any contracts or other agreements regarding the Company's material financial and business policies. There are no particular restrictions on the Company's material financial and business policies in relation to Tosoh Corporation, including approval items in conducting business activities. Although the Company is engaged in businesses related to Tosoh Corporation and its subsidiaries (excluding the Company and its subsidiaries; the "Parent Company Group"), the two companies are clearly segregated in terms of the products they handle and the customers they do business with. The Company recognizes that as a listed company, it has secured a certain degree of management independence in its business activities and management decisions.

Moreover, the Company has established the Special Committee to monitor and supervise issues regarding conflicts of interest between the Parent Company Group and minority shareholders for the purpose of ensuring that transactions with the Parent Company Group are conducted fairly and that the interests of minority shareholders are adequately protected. When important transactions, etc. between the Parent Company Group and the Company arise, the Committee deliberates the nature of such transactions, etc. and provides recommendations or makes a report to the Board of Directors.

(ii) Major subsidiaries

Company name	Share capital	Ownership of the Company (%)	Major businesses
ORGANO PLANT SERVICE CORPORATION	93 (Millions of yen)	100.0	Installation and supervision of various types of water treatment systems
ORGANO FOOD TECH CORPORATION	50	100.0	Sales and manufacture of food ingredients and food processing agents
ORGANO ACTY CORPORATION	20	100.0	Printing business, agency business involving various forms of insurance and management outsourcing business
Organo (Asia) Sdn. Bhd.	7,000 (Thousands of MYR)	100.0	Sales and related construction of various types of water treatment systems and related chemicals
Organo (Suzhou) Water Treatment Co., Ltd.	5,000 (Thousands of USD)	100.0	Sales and related construction of various types of water treatment systems and related chemicals
Organo Technology Co., Ltd.	30,000 (Thousands of NTD)	100.0	Sales and related construction of various types of water treatment systems and related chemicals
Organo (Thailand) Co., Ltd.	120,100 (Thousands of THB)	*100.0	Sales and related construction of various types of water treatment systems and related chemicals
PT Lautan Organo Water	18,000 (Millions of IDR)	51.0	Sales and related construction of various types of water treatment systems and related chemicals

Organo (Vietnam) Co., Ltd.	3,150 (Thousands of USD)	100.0	Sales and related construction of various types of water treatment systems and related chemicals
Organo USA, Inc.	3,000 (Thousands of USD)	100.0	Sales and related construction of various types of water treatment systems and related chemicals

- Notes:
1. Equity ownership with (*) mark includes the portion of indirect ownership held by the Company's subsidiaries.
 2. There is no subsidiary that falls under the category of specified wholly-owned subsidiary.
 3. The ten major subsidiaries above are consolidated subsidiaries of the Company, and one affiliated company was accounted for by the equity method.
 4. The Company conducted an absorption-type merger with its wholly-owned subsidiary ORGANO ECO TECH CORPORATION as of April 1, 2024.
 5. On April 11, 2025, the Company transferred a portion of shares of PT Lautan Organo Water held by the Company, and as a result, PT Lautan Organo Water, which had been a consolidated subsidiary of the Company, became an affiliate accounted for by the equity method.

(5) Major business offices and factories (as of March 31, 2025)

In Japan

The Company

- ① Head Office (Koto-ku, Tokyo)

Factories

- ② Tsukuba Factory (Tsukuba City, Ibaraki)
- ③ Iwaki Factory (Iwaki City, Fukushima)

Research and Development Facility

- ④ R&D Center (Sagamihara City, Kanagawa)

Branches

- ⑤ Hokkaido Branch (Sapporo City, Hokkaido)
- ⑥ Tohoku Branch (Sendai City, Miyagi)
- ⑦ Kanto Branch (Koto-ku, Tokyo)
- ⑧ Chubu Branch (Nagoya City, Aichi)
- ⑨ Kansai Branch (Suita City, Osaka)
- ⑩ Chugoku Branch (Hiroshima City, Hiroshima)
- ⑪ Kyushu Branch (Fukuoka City, Fukuoka)

Subsidiaries

- ⑫ ORGANO PLANT SERVICE CORPORATION
(Bunkyo-ku, Tokyo)
- ⑬ ORGANO FOOD TECH CORPORATION
(Satte City, Saitama)
- ⑭ ORGANO ACTY CORPORATION
(Koto-ku, Tokyo)



Oversea

Subsidiaries

- ① Organo (Asia) Sdn. Bhd. (Malaysia)
- ② Organo (Suzhou) Water Treatment Co., Ltd. (China)
- ③ Organo Technology Co., Ltd. (Taiwan)
- ④ Organo (Thailand) Co., Ltd. (Thailand)
- ⑤ PT Lautan Organo Water (Indonesia)
- ⑥ Organo (Vietnam) Co., Ltd. (Viet Nam)
- ⑦ Organo USA, Inc. (USA.)



(6) Employees (as of March 31, 2025)**(i) Employees of the Organo Group**

Business Segment	Number of employees	Change from previous fiscal year-end
Water Treatment Engineering Business Unit	2,087	Increase by 134
Performance Products Business Unit	376	Decrease by 3
Company-wide (common)	197	Increase by 17
Total	2,660	Increase by 148

Note: Effective from the fiscal year under review, the classification of reportable segments has been changed, and the change in the number of employees from the previous fiscal year-end was calculated by restating the number of employees for the previous fiscal year in accordance with the classification after the change.

(ii) Employees of the Company

Category	Number of employees	Change from previous fiscal year-end	Average age	Average years of service
Male	1,002	Increase by 69	43.9 years old	16.0 years
Female	225	Increase by 16	41.8 years old	13.7 years
Total or average	1,227	Increase by 85	43.5 years old	15.6 years

(iii) Ratio of female employees in managerial positions, rate of childcare leave taken by male employees and gender-based employee wage disparity at the Company

Fiscal year under review				
Ratio of female employees out of total managerial positions (%) (Note 1)	Rate of childcare leave taken by male employees (%) (Note 2)	Gender-based employee wage disparity (%) (Note 1)		
		All employees	Regular employees	Non-regular employees (Note 3)
4.7%	93.9%	75.0%	80.1%	58.4%

- Notes:
1. Calculated based on the provisions of the “Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64 of 2015).
 2. Calculated based on the rate of childcare leave, etc. taken under Article 71, paragraph (6), item (i) of the “Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Ordinance of the Ministry of Labor No. 25 of 1991) based on the “Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members” (Act No. 76 of 1991).
 3. Includes contract and temporary employees. Excludes part-time employees.

(7) Capital investment

The Organo Group’s total outlays for capital investment amounted to ¥2,803 million (including intangible assets) during the fiscal year under review.

(8) Financing

No items to report.

(9) Succession to rights and obligations related to the business of other corporations through absorption-type merger or absorption-type split

Effective April 1, 2024, an absorption-type merger was conducted between the Company as the surviving company and its wholly-owned subsidiary ORGANO ECO TECH CORPORATION as the absorbed company and the Company succeeded to all the rights and obligations.

(10) Major lenders (as of March 31, 2025)

Lenders	Amount of Borrowings (Millions of yen)
Mizuho Bank, Ltd.	6,720
Sumitomo Mitsui Banking Corporation	4,080
Sumitomo Mitsui Trust Bank, Limited	2,962
The Hachijuni Bank, Ltd.	2,650
MUFG Bank, Ltd.	2,280

(11) Other important matters regarding the status of the corporate group

At a meeting of the Board of Directors held on November 29, 2024, the Company resolved to transfer a portion of the shares of consolidated subsidiary PT Lautan Organo Water held by the Company, and the transfer took effect on April 11, 2025. As a result, PT Lautan Organo Water, which had been a consolidated subsidiary of the Company, became an affiliate accounted for by the equity method.

2. Shares of the Company (As of March 31, 2025)

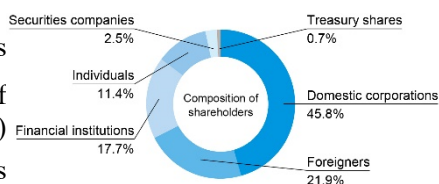
(1) **Total number of authorized shares:** 101,568,000 shares

(2) **Total number of issued shares:** 46,359,700 shares

(including treasury shares of 338,798 shares)

(3) **Number of shareholders:** 12,094 shareholders

(4) **Major shareholders**



Name of shareholder	Number of shares held (Thousands of shares)	Holding ratio (%)
Tosoh Corporation	20,379	44.28
The Master Trust Bank of Japan, Ltd. (Trust account)	4,607	10.01
Custody Bank of Japan, Ltd. (Trust account)	1,867	4.06
KBC BANK NV-UCITS CLIENTS NON TREATY	1,011	2.20
Mizuho Bank, Ltd.	464	1.01
STATE STREET BANK AND TRUST COMPANY 505103	407	0.88
JP MORGAN CHASE BANK 385781	373	0.81
JP Morgan Securities Japan Co., Ltd.	359	0.78
THE BANK OF NEW YORK MELLON 140044	356	0.77
STATE STREET BANK WEST CLIENT-TREATY 505234	349	0.76

Notes: 1. The treasury shares (338,798 shares) are excluded in the calculation of the holding ratio shown above.
2. 54,840 shares of the Company held by Custody Bank of Japan, Ltd. (Trust account) (shares in the Officer Share Delivery Trust) are not included in treasury shares.

(5) Shares issued to officers as compensation for the execution of their duties during the fiscal year under review

Category	Number of shares	Number of persons
Directors (excluding Outside Directors)	13,800 shares	4 persons

Note: Pursuant to a resolution at the 73rd Ordinary General Meeting of Shareholders held on June 28, 2018, the Company introduced a performance-linked, share-based remuneration plan using a trust for Directors (excluding Non-executive Directors) as well as Executive Officers (excluding non-residents) of the Company, in order to heighten awareness of contributing to enhancing the Organo Group's medium- to long-term operating results and increasing corporate value. The details are described in "3. (5) Remuneration, etc. to Directors and Audit and Supervisory Board Members." As of March 31, 2025, the trust established by the Company held 54,840 shares of the Company.

3. Officers

(1) Names etc. of Directors and Audit and Supervisory Board Members (as of March 31, 2025)

Position	Name	Responsibilities and significant concurrent positions outside the Company
Director and President (Representative Director) President and Executive Officer	Masayuki Yamada	
Managing Director and Executive Officer	Yasutoshi Nakayama	President of Industrial Plant Business
Managing Director and Executive Officer	Nobuyoshi Suda	President of R&D and Engineering In charge of Environment, Safety and Quality Assurance Dept., Purchasing and Logistics Dept., and Performance Products Business
Managing Director and Executive Officer	Tetsushi Honda	President of Corporate Management and Planning In charge of Internal Auditing Office, Corporate Secretariat Office, Global Management and Planning, Legal and Patent Dept., Trade Control Office, and Branches
Director	Kenji Hirai	
Director	Morifumi Wada	Director, Chairman of EIKEN CHEMICAL CO., LTD.
Director	Daisaku Abe	Outside Director, NIPPON STEEL KOWA REAL ESTATE CO., LTD. Outside Director, Nissui Corporation
Director	Nobuko Hanano	Lawyer Partner, KOHWA SOHGOH LAW OFFICES Outside Audit and Supervisory Board Member, Kanro Inc.
Director	Naomi Kodama	Professor, Faculty of Economics, Meiji Gakuin University
Audit and Supervisory Board Member (Full-time)	Yoshihiro Tajitsu	
Audit and Supervisory Board Member	Wataru Higuchi	Lawyer Certified Public Accountant Representative Partner of Ootemon Law and Accounting Executive Officer of Advance Residence Investment Corporation Outside Director (serving as Audit and Supervisory Committee Member) of Marubeni Construction Material Lease Co., Ltd.
Audit and Supervisory Board Member	Hirohito Kodama	Outside Director of Dynapac Co., Ltd. (Audit and Supervisory Committee Member)

- Notes:
1. Directors Kenji Hirai, Morifumi Wada, Daisaku Abe, Nobuko Hanano and Naomi Kodama are Outside Directors.
 2. Audit and Supervisory Board Members Wataru Higuchi and Hirohito Kodama are Outside Audit and Supervisory Board Members.
 3. Changes in Directors and Audit and Supervisory Board Members during the fiscal year under review are as follows:
 - (i) Director Keiko Terui retired from his office due to expiration of his term of office at the conclusion of the 79th Ordinary General Meeting of Shareholders held on June 27, 2024.
 - (ii) Naomi Kodama was elected as Director at the 79th Ordinary General Meeting of Shareholders held on June 27, 2024, and assumed her office.
 4. Changes in the important concurrent positions of Directors and Audit and Supervisory Board Members during the fiscal year under review are as follows:
Director Daisaku Abe assumed office as Outside Director, Nissui Corporation on June 26, 2024.
 5. Audit and Supervisory Board Members Yoshihiro Tajitsu and Wataru Higuchi possess extensive financial and accounting knowledge as shown below.
 - Audit and Supervisory Board Member Yoshihiro Tajitsu has past business experience at finance divisions at other companies for many years.
 - Audit and Supervisory Board Member Wataru Higuchi is qualified as a certified public accountant.

6. The Company has submitted notification to the Tokyo Stock Exchange that Outside Directors Kenji Hirai, Morifumi Wada, Daisaku Abe, Nobuko Hanano and Naomi Kodama and Outside Audit and Supervisory Board Members Wataru Higuchi and Hirohito Kodama have been designated as independent officers as provided for by the aforementioned exchange.
7. Executive Officers who are not also Directors are as follows:

Position	Name	Responsibility
Managing Executive Officer	Shin Asano	Deputy President of R&D and Engineering, General Manager of Engineering Center
Managing Executive Officer	Makoto Tomizawa	President of Global Management and Planning, General Manager of Global Planning Office, General Manager of Global Management Office, and General Manager of Trade Control Office Representative Director of Organo Technology Co., Ltd. Chairman of Organo (Vietnam) Co., Ltd.
Managing Executive Officer	Makoto Kukizaki	President of Performance Products Business and Senior General Manager of Performance Products Business Division
Managing Executive Officer	Shojiro Koike	Deputy President of Corporate Management and Planning and General Manager of Corporate Strategy and Planning Dept.
Executive Officer	Ken Shimada	General Manager of Plant Project Planning Dept., Engineering Center, R&D and Engineering
Executive Officer	Fusayoshi Akimoto	General Manager of Internal Auditing Office
Executive Officer	Toru Amemiya	Representative Director and President of ORGANO PLANT SERVICE CORPORATION
Executive Officer	Masahiro Eguchi	Senior General Manager of R&D Center, R&D and Engineering
Executive Officer	Satoshi Kasahara	General Manager of Data & Solution Promotion Dept., Corporate Management and Planning
Executive Officer	Masahisa Sotokawa	Senior General Manager of Water Systems and Solutions Division, Industrial Plant Business

(2) Overview of limited liability agreements

Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act and the Company's Articles of Incorporation, the Company has entered into limited liability agreements with Directors Kenji Hirai, Morifumi Wada, Daisaku Abe, Nobuko Hanano and Naomi Kodama and Audit and Supervisory Board Members Yoshihiro Tajitsu, Wataru Higuchi and Hirohito Kodama, which limit the amount of liability for damages as defined under Article 423, paragraph 1 of the Companies Act to the minimum liability amount as stipulated in laws and regulations, presuming they perform their respective duties in good faith and without gross negligence.

(3) Outline of the Indemnity Agreement

The Company has entered into indemnity agreements under Article 430-2, paragraph 1 of the Companies Act with all the Directors and Audit and Supervisory Board Members. Under these indemnity agreements, the Company shall indemnify them against the expenses under Item 1 and the losses under Item 2 of the same Act to the extent specified by laws and regulations. However, in order to ensure that the indemnity agreement does not impair the proper performance of the indemnitee's duties, there are certain exemptions, such as the indemnitee's bad faith in performing his or her duties, in which case the indemnification of the dispute expenses will not be applied.

(4) Outline of the Officers' Liability Insurance Contract

The Company has entered into the Officers' Liability Insurance Contract for Directors and Audit and Supervisory Board Members of the Company and its subsidiaries, as well as Executive Officers of the Company, with an insurance company as insured persons, as stipulated in Article 430-3, paragraph 1 of the Companies Act. The contract is renewed every year. In the event of a claim for damages arising from duties performed by the insured in his or her position during the

insurance period, the insurance contract covers compensation for damage and dispute costs. However, there are certain exemptions, such as damage caused intentionally or by gross negligence that is not covered by the relevant insurance contract. The total amount of insurance expenses is shared proportionally by the Company and its subsidiaries.

(5) Remuneration, etc. for Directors and Audit and Supervisory Board Members

(i) Policies and procedure of determining remuneration for Directors and Audit and Supervisory Board Members

a. Directors

The following is a summary of the Company's "Policy for determining remuneration, etc. to Directors" resolved at the Board of Directors meeting held on March 27, 2024. This policy is resolved by the Board of Directors after obtaining opinions based on review by the Nomination and Remuneration Advisory Committee, of which the majority are Independent Outside Directors.

The Board of Directors has confirmed that the method of determining the details of remuneration, etc. and the content of remuneration, etc. determined for each individual Director for the fiscal year under review are consistent with the relevant decision policy and that the opinions of the Nomination and Remuneration Advisory Committee have been respected. The Board of Directors has determined that the content of remuneration, etc. is in line with the said policy.

(a) Basic policy

The remuneration system for Executive Directors, in addition to the fixed remuneration (cash), encourages business execution in line with management policies and management targets and establishes a remuneration framework and remuneration standards which provide strong incentives for the achievement of short-term and mid- to long-term management targets in order to achieve sustainable growth and improve the corporate value of the Group. The remuneration system for Non-Executive Directors, including Outside Directors, shall be fixed remuneration (cash) only, for the purpose of ensuring the effectiveness of their supervisory and monitoring functions.

(b) Remuneration framework

i. Executive Directors

Remuneration for Executive Directors consists of fixed remuneration and performance-linked remuneration, and performance-linked remuneration consists of short-term performance-linked remuneration (cash) and medium- to long-term performance-linked remuneration (shares). The remuneration level is designed to be appropriate for each position by comparing and verifying it with objective data such as remuneration levels from external remuneration consultants and remuneration survey data from external research organizations.

1) Fixed remuneration

The total amount of remuneration based on the remuneration table set for each position shall be paid in equal monthly installments from July to June of the following year.

2) Performance-linked remuneration

The ratio of the total amount of performance-linked remuneration is designed to be approximately 50% to 60% when the performance evaluation index is the standard value set by the Board of Directors, and this ratio is higher for Directors of higher ranks. In addition, the ratio of short-term performance-linked remuneration (cash) to medium- to long-term performance-linked remuneration (shares) shall be designed to be approximately 6:4 in the case that the performance evaluation index is at the standard value set by the Board of Directors.

- Short-term performance-linked remuneration (cash)

The short-term performance-linked remuneration shall be monetary remuneration. From the perspective of clarifying the relationship between business performance and remuneration, the Company shall use the consolidated operating profit, which is an important management index of the Group, as the performance evaluation index, and shall pay the total amount calculated with the remuneration table for each position according to the consolidated operating profit of the previous fiscal year in equal monthly installments from July to June of the following year. The amount paid varies in the range of 0 to 130% depending on the amount of consolidated operating profit.

- Medium- to long-term performance-linked remuneration (shares)

The medium- to long-term performance-linked remuneration is a stock-based remuneration plan using a trust. From the perspective of improving corporate values over the medium to long term and aligning the interests with those of shareholders, the Company shall use the consolidated return on equity (ROE), which is an important management indicator of the Group and indicates capital efficiency, as the performance evaluation indicator, and shall deliver shares of the Company calculated based on the performance-linked coefficient determined in accordance with the consolidated return on equity for the previous fiscal year and the basic amount for each position. The amount equivalent to the payment varies in the range of 0 to 200% depending on the consolidated return on equity. In addition, the Company has established a three-year transfer restriction period from the time of delivery of the shares to be delivered.

ii. Non-executive Directors

The remuneration for Non-executive Directors consists of fixed remuneration only, and the total remuneration based on their position is paid in equal monthly installments from July to June of the following year. The remuneration level is designed to be appropriate for each position by comparing and verifying it with objective data such as remuneration levels from external remuneration consultants and remuneration survey data from external research organizations, and by taking into consideration the appointment of each Director as a member of important committees and the nature of their duties.

(c) Process of determining remuneration

The Company has established the Nomination and Remuneration Advisory Committee as a non-statutory advisory body to the Board of Directors in order to ensure objectivity and transparency in the process of determining remuneration, etc. and provide an appropriate amount of remuneration. The amount of remuneration for the Company's Directors and the method of calculating such amount shall be determined by resolution of the Board of Directors based on the opinion of the Nomination and Remuneration Advisory Committee and within the scope of the remuneration limit determined by resolution of the General Meeting of Shareholders. The Nomination and Remuneration Advisory Committee shall review matters such as the total amount of remuneration for Directors, confirmation of the amount of remuneration for individual Directors, and the policy of remuneration, etc. for Directors, and report to the Board of Directors. Among the remunerations for Directors, the amount of remuneration and the number of shares to be paid for performance-linked remuneration shall be determined in unison in accordance with a predetermined method.

b. Audit and Supervisory Board Members

Remuneration for Audit and Supervisory Board Members is a fixed amount according to their respective positions in the Company. The amount of remuneration is determined

through discussion by the Audit and Supervisory Board Members within the scope of the remuneration limit determined by resolution of the General Meeting of Shareholders.

(ii) Resolutions of the General Meeting of Shareholders related to remuneration, etc. for Directors and Audit and Supervisory Board Members

Type of remuneration, etc.	Resolution date	Subject of remuneration	Description	Number of persons at time of resolution
Monetary remuneration, etc.	June 29, 2023	Directors	Within ¥340 million per annum (Of which not more than ¥90 million is for Outside Directors)	9 persons (Of whom 5 persons are Outside Directors)
	June 29, 2006	Audit and Supervisory Board Members	Within ¥60 million per annum	4 persons
Non-monetary remuneration, etc. (Medium- to long-term performance-linked remuneration (shares))	June 28, 2018	Directors (Excluding Non-executive Directors)	Not more than ¥300 million/162,000 shares per three fiscal years (not more than 54,000 shares per fiscal year)	6 persons

Note: The Company implemented a share split on October 1, 2022, splitting one common share of the Company into four. However, the number of shares making up non-monetary remuneration, etc. (medium- to long-term performance-linked remuneration (shares)) is stated as that at the time of the resolution (June 28, 2018).

(iii) Total amount of remuneration, etc. for Directors and Audit and Supervisory Board Members for the fiscal year under review

Category	Total amount of remuneration, etc. (Millions of yen)	Total amount of remuneration, etc. and number of persons covered classified by type				
		Fixed remuneration		Performance-linked remuneration		
				Short-term	Mid- and long-term	
		Monetary remuneration, etc.			Non-monetary remuneration, etc. (Shares)	
		Total amount (Millions of yen)	Number of persons covered	Total amount (Millions of yen)	Total amount (Millions of yen)	Number of persons covered
Directors (excluding Outside Directors)	215	84	4	82	48	4
Audit and Supervisory Board Members (excluding Outside Audit and Supervisory Board Members)	20	20	1	—	—	—
Outside Directors	55	55	6	—	—	—
Outside Audit and Supervisory Board Members	21	21	2	—	—	—
Total	312	182	13	82	48	4

- Notes: 1. The above figures include one Outside Director who retired at the conclusion of the 79th Ordinary General Meeting of Shareholders held on June 27, 2024.
2. The total amount of remuneration, etc. to Directors does not include salaries as employees paid to Directors who are also employees.
3. The details of the performance indicators related to the performance-linked remuneration, the reasons for selecting such performance indicators, and the calculation method of the performance-linked remuneration are described in “(i) Policies and procedure of determining remuneration for Directors and Audit and Supervisory Board Members,” and changes in the performance indicators including in the current fiscal year are described in “1. (3) Changes in assets and profit and loss.”
4. The details of non-monetary remuneration, etc. (medium- to long-term performance-linked remuneration (shares)) are described in “(i) Policies and procedure of determining remuneration for Directors and Audit and

Supervisory Board Members.” The amount of non-monetary remuneration, etc. (shares) above includes the amount of remuneration delivered in the current fiscal year and the amount to be delivered in the following fiscal year, which should be recorded as expenses in the current fiscal year. The status of shares issued to officers is described in “2. (5) Shares issued to officers as compensation for the execution of their duties during the fiscal year under review.”

(6) Outside Directors and Outside Audit and Supervisory Board Members

- (i) Significant concurrent positions outside the Company and relation between the Company and such other corporations

Significant concurrent positions outside the Company are as described in “(1) Names etc. of Directors and Audit and Supervisory Board Members (As of March 31, 2025).” The Company does not have any important dealing or other special relationship with the said organizations where the officers hold significant concurrent positions.

- (ii) Principal activities during the fiscal year under review

Category	Name	Attendance at Board of Directors meetings	Attendance at Audit and Supervisory Board meetings	Attendance at Nomination and Remuneration Advisory Committee meetings
Directors	Kenji Hirai	15/15 (100%)	—	9/9 (100%)
	Morifumi Wada	15/15 (100%)	—	9/9 (100%)
	Daisaku Abe	15/15 (100%)	—	9/9 (100%)
	Nobuko Hanano	15/15 (100%)	—	9/9 (100%)
	Naomi Kodama	11/11 (100%)	—	7/7 (100%)
Audit and Supervisory Board Members	Wataru Higuchi	15/15 (100%)	14/14 (100%)	—
	Hirohito Kodama	15/15 (100%)	14/14 (100%)	—

Note: Director Naomi Kodama was elected at the 79th Ordinary General Meeting of Shareholders held on June 27, 2024 and assumed office, and therefore, the attendance at Board of Directors meetings and the attendance at Nomination and Remuneration Advisory Committee meetings for her pertain to the meetings held on or after June 27, 2024.

●Directors

Name	Status of Expression of Opinions and Summary of Duties Performed in Relation to the Expected Role
Kenji Hirai	<p>He has been fulfilling his role appropriately by mainly providing opinions as necessary on such issues as management plans, business strategies, technology development strategies, risk management, intellectual property strategy, safety management, internal control, reorganization, sustainability, and employee labor management, based on his extensive knowledge and experience as the head of a research institution.</p> <p>As a member of the Nomination and Remuneration Advisory Committee, in addition to reviewing the revisions to the amounts of remuneration for the Company's officers and the Company's officer development plan, he was responsible in part for the supervisory function in the process of selecting candidates, etc. for the Board of Directors and determining the remuneration, etc. for Directors.</p> <p>Furthermore, as a member of the Special Committee, he was responsible in part for the supervisory function, including deliberations on and reviewing of matters as to whether any important transactions between the Company and the Parent Company Group exist, from the viewpoint of protecting the interests of minority shareholders.</p>
Morifumi Wada	<p>He has been fulfilling his role appropriately by mainly providing opinions as necessary on such issues as management plans, business strategies, global strategy, IR strategy, human resource strategy, risk management, credit management, and group governance, based on his extensive knowledge and experience in corporate management as a manager of a listed company in the pharmaceutical industry.</p> <p>As Chair of the Nomination and Remuneration Advisory Committee, in addition to reviewing the revisions to the amounts of remuneration for the Company's officers and the Company's officer development plan, he was responsible in part for the supervisory function in the process of selecting candidates, etc. for the Board of Directors and determining the remuneration, etc. for Directors.</p> <p>Furthermore, as a member of the Special Committee, he was responsible in part for the supervisory function, including deliberations on and reviewing of matters as to whether any important transactions between the Company and the Parent Company Group exist, from the viewpoint of protecting the interests of minority shareholders.</p>
Daisaku Abe	<p>He has been fulfilling his role appropriately by mainly providing opinions as necessary on such issues as management plans, business strategies, global strategy, internal control, capital policy, financial strategy, risk management, and group governance, based on his extensive knowledge and experience in corporate management mainly as a manager of a financial institution.</p> <p>As a member of the Nomination and Remuneration Advisory Committee, in addition to reviewing the revisions to the amounts of remuneration for the Company's officers and the Company's officer development plan, he was responsible in part for the supervisory function in the process of selecting candidates, etc. for the Board of Directors and determining the remuneration, etc. for Directors.</p> <p>Furthermore, as a member of the Special Committee, he was responsible in part for the supervisory function, including deliberations on and reviewing of matters as to whether any important transactions between the Company and the Parent Company Group exist, from the viewpoint of protecting the interests of minority shareholders.</p>
Nobuko Hanano	<p>She has been fulfilling her role appropriately by mainly providing opinions as necessary on such issues as global strategy, business strategies, internal control, sustainability, group governance, risk management, and credit management, based on her extensive legal knowledge and experience related to legal operations as a lawyer.</p> <p>As a member of the Nomination and Remuneration Advisory Committee, in addition to reviewing the revisions to the amounts of remuneration for the Company's officers and the Company's officer development plan, she was responsible in part for the supervisory function in the process of selecting candidates, etc. for the Board of Directors and determining the remuneration, etc. for Directors.</p> <p>Furthermore, as a member of the Special Committee, he was responsible in part for the supervisory function, including deliberations on and reviewing of matters as to whether any important transactions between the Company and the Parent Company Group exist, from the viewpoint of protecting the interests of minority shareholders.</p>
Naomi Kodama	<p>She has been fulfilling her role appropriately by mainly providing opinions as necessary on such issues as management plans, business strategies, global strategy, IR strategy, DX strategy, risk management, group governance, personnel policies, internal control, and dividend policy., based on her extensive knowledge as an economics researcher at university institutions and experience in a wide range of fields at the Ministry of Economy, Trade and Industry.</p> <p>As a member of the Nomination and Remuneration Advisory Committee, in addition to reviewing the revisions to the amounts of remuneration for the Company's officers and the Company's officer development plan, she was responsible in part for the supervisory function in the process of selecting candidates, etc. for the Board of Directors and determining the remuneration, etc. for Directors.</p>

●Audit and Supervisory Board Members

Name	Status of Expression of Opinions
Wataru Higuchi	He mainly provided opinions as necessary on such issues as internal audits, internal control, capital policy, compliance, risk management, group governance, credit management, and management of meeting bodies, based on his extensive knowledge and experience related to legal, finance and accounting operations as a lawyer and certified public accountant.
Hirohito Kodama	He mainly provided opinions as necessary on such issues as internal audits, internal control, personnel policies, capital policy, compliance, risk management, group governance, credit management, and management of meeting bodies, based on his extensive experience of audit operation as a director (Full-time Audit and Supervisory Committee Member) of a major food manufacturer.

4. Independent Auditor

(1) Name of Independent Auditor

KPMG AZSA LLC

(2) Amount of remuneration, etc. for Independent Auditor for the fiscal year under review

Category	Amount of remuneration, etc.
Amount of remuneration, etc. for Independent Auditor for the fiscal year under review	¥60 million
Total amount of money and other financial profits to be paid by the Company and its subsidiaries	¥60 million

- Notes: 1. The audit agreement between the Company and KPMG AZSA LLC, the Independent Auditor, does not clearly distinguish remuneration, etc. paid for audit work performed in conformity with the Companies Act and remuneration, etc. paid for audit work performed in conformity with the Financial Instruments and Exchange Act, and it is effectively impossible to do so. Therefore, the figure presented in the amount of remuneration, etc. for the fiscal year under review above shows the total amount.
2. The Audit and Supervisory Board has checked and comprehensively reviewed the content of the audit plan, the status of the performance of duties of the Independent Auditor and the grounds for calculation of remuneration estimates. As a result of this review, the Audit and Supervisory Board consents to the remuneration, etc. for the Independent Auditor in accordance with Article 399, paragraph 1 of the Companies Act.

(3) Audit of consolidated subsidiaries

Among the Company's major overseas subsidiaries, Organo Technology Co., Ltd. and five other companies are audited by other certified public accountants or audit firms (including those who have equivalent certificates in foreign countries) other than the Company's Independent Auditor.

(4) Description of non-auditing services

Not applicable.

(5) Policy for decisions on dismissal or non-reappointment of the Independent Auditor

When the matters prescribed in the items in Article 340, paragraph 1 of the Companies Act are applicable to the Independent Auditor, the Audit and Supervisory Board of the Company will dismiss the Independent Auditor by the unanimous consent of the Audit and Supervisory Board Members. In such case, an Audit and Supervisory Board Member appointed by the Audit and Supervisory Board will report on the decision of dismissal and its reasons at the first General Meeting of Shareholders convened after the dismissal.

Furthermore, the Audit and Supervisory Board shall determine the details of a proposal with regards to dismissal or non-reappointment of the Independent Auditor if such a proposal is deemed necessary to be submitted to the General Meeting of Shareholders, such as in cases where the Independent Auditor falls under any of the items described in Article 340, paragraph 1 of the Companies Act or where the Independent Auditor has difficulty in performing audit operation properly.

5. Company systems and policies

(1) Corporate governance

(i) Basic views on corporate governance

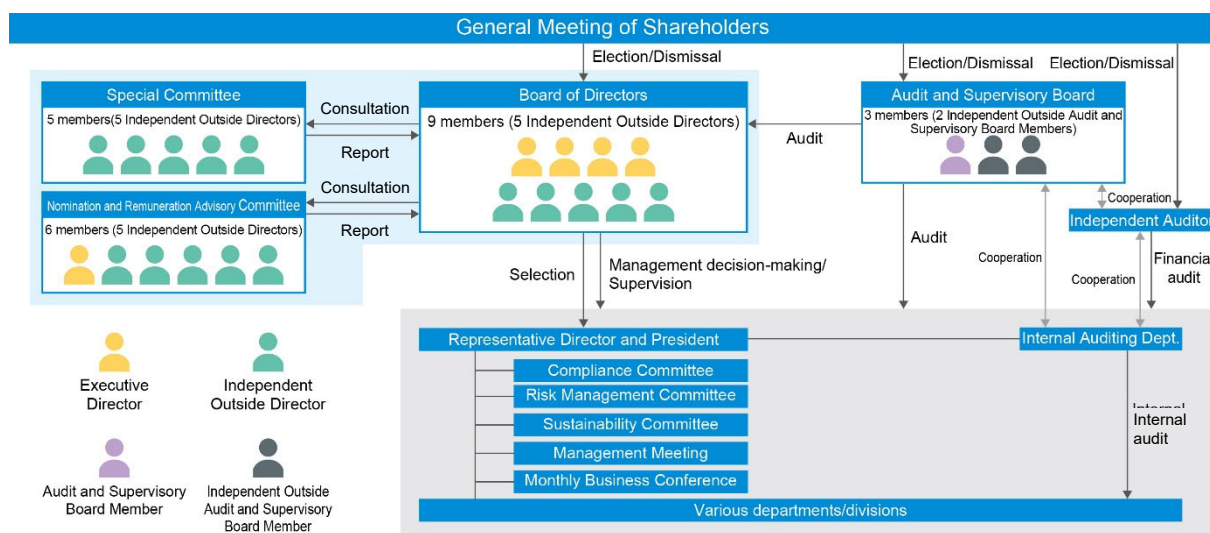
The Company has been engaging in efforts to enhance corporate governance that conforms to the following basic views in order to realize fair and trustworthy management and improve management efficiency.

- The Company will respect the rights of shareholders and ensure equality.
- The Company will take into account the benefits for a wide range of stakeholders including shareholders/investors, consumers/customers, business partners, employees and local communities, and cooperate with these stakeholders appropriately.
- The Company will disclose the Company's information in a timely and proper way, and ensure transparency.
- The Directors, Audit and Supervisory Board Members, and Executive Officers will recognize their fiduciary responsibilities, and will effectively fulfill their expected roles and duties.
- The Company will hold constructive dialogue with shareholders.

The Company's basic views and basic policy on corporate governance are provided in the "Organo Corporate Governance Guidelines" available on the Company's website.

(<https://www.organo.co.jp/english/company/governance/guidance/>)

(ii) Schematic view of corporate governance structure



(iii) Organization structure

a. Board of Directors

The Board of Directors consists of nine Directors (including five Independent Outside Directors), and provides decision-making for the execution of important business and supervises the status of business execution.

b. Audit and Supervisory Board

The Audit and Supervisory Board consists of three Audit and Supervisory Board Members (including two Outside Audit and Supervisory Board Members), two of whom have appropriate knowledge relating to finance and accounting, and one of whom has appropriate knowledge of legal matters.

c. Nomination and Remuneration Advisory Committee

The Nomination and Remuneration Advisory Committee consists of six Directors (including five Independent Outside Directors). It reviews matters relating to nomination of officers including the election and dismissal of Directors and Executive Officers as well as remuneration for Directors, and reports the results to the Board of Directors.

d. Special Committee

The Special Committee, which consists solely of five Independent Outside Directors, monitors and supervises issues regarding conflicts of interest between the Parent Company Group and minority shareholders. To adequately protect the interests of minority shareholders, when important transactions, etc. between the Parent Company Group and the Company arise, the Committee deliberates the nature of those transactions, etc. and makes a report to the Board of Directors.

e. Executive Officer System

The Company has introduced an Executive Officer System, and 14 members (in which four Executive Officers concurrently serve as Director) are selected. This system allows for differentiating between the “management decision-making and supervision function” of Directors and the “business execution function” of Executive Officers, thereby clarifying responsibilities and accelerating decision-making.

f. Management Meeting

The Management Meeting consists of Executive Directors and Executive Officers with titles, and proposes medium- and long-term strategies, etc., and discusses important management agendas.

Non-executive Directors and Audit and Supervisory Board Members are able to participate in the Management Meeting and express opinions, etc., as necessary, and in this way the Company strives to ensure the effectiveness of supervision by Directors and audits by the Audit and Supervisory Board Members.

g. Monthly Business Conference

The Monthly Business Conference consists of Executive Directors, Executive Officers, General Managers, etc., and announces matters already approved at the Management Meeting, and confirms the progress made in each business, the Medium-term Management Plan, and the profit plan for each fiscal year.

In addition, once every quarter the Monthly Business Conference is held as the Group Liaison Conference, and it includes Presidents of group companies, General Managers of overseas divisions, General Managers of administrative divisions, and Branch General Managers, and the same progress confirmation, etc., is made for the overall Group including the group companies.

Non-executive Directors and Audit and Supervisory Board Members are able to participate in the Monthly Business Conference and express opinions, etc., as necessary,

and in this way the Company strives to ensure the effectiveness of supervision by Directors and audits by the Audit and Supervisory Board Members.

h. Compliance Committee

The Compliance Committee consists of nine Internal Officers (including four Directors), and engages in efforts to establish the compliance system and formulate compliance education plans.

i. Risk Management Committee

The Company established the Risk Management Committee in April 2024. The Committee consists of Executive Directors, Executive Officers with titles, and other members who are selected from General Managers in charge of a division managing Major Risks and from presidents of subsidiaries. The Committee meets four times a year in principle to appropriately manage risks that may have a significant impact on business activities (Major Risks). The Risk Management Committee makes decisions or receives reports on matters necessary to identify, analyze and assess Major Risks and promote countermeasures to Major Risks, and it submits or reports important matters to the Board of Directors.

j. Sustainability Committee

The Sustainability Committee, which consists of Executive Directors and Executive Officers with titles, plans, proposes and implements measures to promote sustainability management based on the basic policy determined by the Board of Directors.

The Sustainability Implementation Meeting, the subordinate organization, promotes specific measures.

(iv) Assessment of the overall effectiveness of the Board of Directors

The Company conducts a questionnaire survey of all Directors and Audit and Supervisory Board Members every April. Based on the results of the survey, the Board of Directors analyzes and assesses its overall effectiveness and discusses measures to maintain and improve the function of the Board.

80th Term (Fiscal Year Ended March 31, 2025)

(Evaluation period of questionnaire: April 2023 to March 2024)

■Major initiatives implemented in fiscal 2023

We implemented the following initiatives based on the evaluation results of fiscal 2022.

- Held discussions on the eligibility of candidates for Director and President and the policy on their training

The Company has formulated an officer training plan with the aim of developing management personnel capable of achieving transformation by utilizing the qualities, experience, and knowledge appropriate for management in order to grow the Organo Group. Going forward, the Company will strengthen the development of officers in accordance with the plan.

- Strengthened the risk management system (strengthening Group governance)

The Company strove to raise the level of awareness of employees in the workplace by establishing the Compliance Office, sending out messages from top management, and conducting other awareness raising activities. We worked to reinforce the Organo Group's auditing system, including subsidiaries overseas, to strengthen the governance of the entire Organo Group. Furthermore, in preparation for the establishment of the Risk Management Committee, the Board of Directors had discussions on enhancement of the effectiveness of risk management, including

risk assessment. Going forward, the Board of Directors will continue to monitor the effectiveness of these measures.

- Enhanced discussion of issues to be addressed, such as management plans with an awareness of profitability and capital efficiency, and investments in human capital

These issues were discussed primarily by the executive side of management as themes related to the Company's long-term and medium-term management plan. The contents of these discussions and the future direction were reported to the Board of Directors as appropriate, and responses provided to the comments of the Board of Directors.

■Fiscal 2023 evaluation assessment and future initiatives

The following are the assessment results and future initiatives, and the Board of Directors will implement these to further improve its function going forward.

- Toward realization of management conscious of cost of capital and stock prices

By inviting outside experts to provide training and incorporating the company's own unique issues into the training, we aim to raise the management literacy of the Board of Directors and general managers of related departments with an awareness of the cost of capital, and also to hold practical discussions on the issues facing the Company. Based on these initiatives, we will promote the sharing of information with the Board of Directors concerning appropriate dialogue with the market (investors) and reflection of the results of such dialogue in the medium- and long-term management plans.

- Enhanced effectiveness of deliberations by providing explanation in advance

For particularly important matters to be discussed at the Board of Directors meetings, we will share information with Outside Directors and Audit and Supervisory Board Members in advance and provide explanation as necessary, in order to clarify issues and enhance discussions at the Board of Directors meetings. We encourage Outside Directors and Audit and Supervisory Board Members, for instance, to participate in the Management Meeting and Risk Management Committee, which are bodies that deliberate on important matters.

- Held discussions on “value creation and provision through utilization of digital technology and data” and “investment in human capital and alignment with management strategy”

The Company recognizes that these themes have become issues of growing importance to the Company in recent years. Therefore, we will share the details and progress of the Company's initiatives with the Board of Directors to facilitate discussions.

(2) Basic policy on control of the Company

The Company has not particularly prescribed a basic policy regarding the nature of parties that control the determination of the finance and business policy of the Company.

(3) Policy on determination of dividends of surplus and others

The Company treats the return of profits to shareholders as one of the Company's most important management agendas, and it strives to provide distribution of profits taking into account the Company's revenue status while adhering to a basic policy of providing stable and continuous dividends.

The Company will utilize internal reserve funds in business investments and R&D investments, etc., to achieve sustainable growth.

The Company has included provisions in the Articles of Incorporation on the payment of dividends, etc., of surplus by resolution of the Board of Directors. Dividend payments are made twice a year in interim dividends and year-end dividends, and year-end dividends are in principle a matter for resolution of the Ordinary General Meeting of Shareholders.

Monetary amounts in this Business Report are rounded down to the nearest unit.

Consolidated Financial Statements

Consolidated Balance Sheet (As of March 31, 2025)

(Millions of yen)

Item	Amount	Item	Amount
Assets		Liabilities	
Current assets	164,367	Current liabilities	64,401
Cash and deposits	16,751	Notes and accounts payable - trade	23,438
Notes receivable - trade	677	Electronically recorded obligations - operating	4,648
Accounts receivable - trade	42,549	Short-term borrowings	18,877
Electronically recorded monetary claims - operating	4,502	Income taxes payable	5,042
Contract assets	36,223	Contract liabilities	2,564
Investments in leases	35,512	Provision for bonuses	2,161
Merchandise and finished goods	8,010	Provision for product warranties	1,349
Work in process	11,169	Provision for loss on construction contracts	34
Raw materials and supplies	3,345	Provision for share awards for Directors (and other officers)	103
Other	5,719	Other	6,180
Allowance for doubtful accounts	(94)	Non-current liabilities	8,799
Non-current assets	30,028	Long-term borrowings	3,680
Property, plant and equipment	21,516	Deferred tax liabilities	25
Buildings and structures	5,944	Retirement benefit liability	4,984
Machinery, equipment and vehicles	1,091	Other	110
Land	12,437	Total liabilities	73,201
Construction in progress	690	Net assets	
Other	1,352	Shareholders' equity	115,969
Intangible assets	1,120	Share capital	8,225
Investments and other assets	7,391	Capital surplus	7,508
Investment securities	2,373	Retained earnings	100,982
Retirement benefit assets	2,260	Treasury shares	(746)
Deferred tax assets	2,391	Accumulated other comprehensive income	4,978
Other	505	Valuation difference on available-for-sale securities	256
Allowance for doubtful accounts	(138)	Foreign currency translation adjustment	3,397
		Remeasurements of defined benefit plans	1,323
		Non-controlling interests	246
		Total net assets	121,194
Total assets	194,396	Total liabilities and net assets	194,396

Consolidated Statement of Income (From April 1, 2024 to March 31, 2025)

(Millions of yen)

Item	Amount	
Net sales		163,269
Cost of sales		108,087
Gross profit		55,182
Selling, general and administrative expenses		24,061
Operating profit		31,120
Non-operating income		
Interest and dividend income	151	
Foreign exchange gains	383	
Share of profit of entities accounted for using equity method	122	
Other	123	780
Non-operating expenses		
Interest expenses	246	
Other	15	262
Ordinary profit		31,639
Extraordinary income		
Gain on sale of non-current assets	4	
Gain on sale of investment securities	724	728
Extraordinary losses		
Loss on abandonment of non-current assets	9	9
Profit before income taxes		32,358
Income taxes - current	8,107	
Income taxes - deferred	63	8,171
Profit		24,186
Profit attributable to non-controlling interests		36
Profit attributable to owners of parent		24,150

Non-consolidated Financial Statements

Balance Sheet (As of March 31, 2025)

(Millions of yen)

Item	Amount	Item	Amount
Assets		Liabilities	
Current assets	114,674	Current liabilities	41,062
Cash and deposits	7,896	Notes payable - trade	41
Notes receivable - trade	621	Accounts payable - trade	9,095
Accounts receivable - trade	26,601	Electronically recorded obligations - operating	3,755
Electronically recorded monetary claims - operating	4,361	Short-term borrowings	14,400
Contract assets	16,812	Current portion of long-term borrowings	1,820
Investments in leases	35,732	Accounts payable - other	1,670
Merchandise and finished goods	6,970	Income taxes payable	2,977
Work in process	6,208	Contract liabilities	839
Raw materials and supplies	2,201	Deposits received	1,256
Advance payments - trade	3,416	Provision for bonuses	1,602
Prepaid expenses	582	Provision for product warranties	1,303
Short-term loans receivable	2,492	Provision for loss on construction contracts	12
Other	805	Provision for share awards for Directors (and other officers)	103
Allowance for doubtful accounts	(27)	Other	2,182
Non-current assets	27,921	Non-current liabilities	9,164
Property, plant and equipment	20,216	Long-term borrowings	3,680
Buildings	5,215	Provision for retirement benefits	5,456
Structures	349	Other	27
Machinery and equipment	928	Total liabilities	50,226
Vehicles	4	Net assets	
Tools, furniture and fixtures	1,182	Shareholders' equity	92,116
Land	12,319	Share capital	8,225
Construction in progress	215	Capital surplus	7,508
Intangible assets	925	Legal capital surplus	7,508
Software	824	Other capital surplus	0
Other	100	Retained earnings	77,129
Investments and other assets	6,780	Legal retained earnings	832
Investment securities	762	Other retained earnings	76,297
Shares of subsidiaries and associates	2,237	Reserve for dividends	140
Guarantee deposits	111	Reserve for research and development	90
Prepaid pension costs	995	Reserve for tax purpose reduction entry of non-current assets	467
Deferred tax assets	2,541	Reserve for promotion of open innovation	51
Other	270	General reserve	40,065
Allowance for doubtful accounts	(138)	Retained earnings brought forward	35,482
		Treasury shares	(746)
		Valuation and translation adjustments	252
		Valuation difference on available-for-sale securities	252
		Total net assets	92,369
Total assets	142,595	Total liabilities and net assets	142,595

Statement of Income (From April 1, 2024 to March 31, 2025)

(Millions of yen)

Item	Amount	
Net sales		98,305
Cost of sales		61,350
Gross profit		36,954
Selling, general and administrative expenses		18,681
Operating profit		18,273
Non-operating income		
Interest and dividend income	4,961	
Rental income from non-current assets	276	
Other	106	5,344
Non-operating expenses		
Interest expenses	137	
Depreciation	110	
Property tax	16	
Other	5	268
Ordinary profit		23,348
Extraordinary income		
Gain on sale of investment securities	724	
Gain on extinguishment of tie-in shares	1,433	2,157
Extraordinary losses		
Loss on abandonment of non-current assets	8	8
Profit before income taxes		25,497
Income taxes - current	4,705	
Income taxes - deferred	93	4,799
Profit		20,698

Figures are rounded down to the nearest unit.

Audit Report

(English translation)

Certified copy of Independent Auditor's audit report on the Consolidated Financial Statements

Independent Auditor's Report

May 9, 2025

To the Board of Directors of
ORGANO CORPORATION:

KPMG AZSA LLC
Tokyo Office, Japan

Kentaro Yamamoto
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Takashi Watanabe
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets and the related notes of ORGANO CORPORATION ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group"), as at March 31, 2025 and for the year from April 1, 2024 to March 31, 2025 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Audit and Supervisory Board Members and the Audit and Supervisory Board are responsible for overseeing the Directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

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

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

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

We have nothing to report in this regard.

Responsibilities of Management and Audit and Supervisory Board Members and the Audit and Supervisory Board for the Consolidated Financial Statements

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

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Audit and Supervisory Board Members and the Audit and Supervisory Board are responsible for overseeing the Directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the

consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with Audit and Supervisory Board Members and the Audit and Supervisory Board regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit and Supervisory Board Members and the Audit and Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

(English translation)

Certified copy of Independent Auditor's audit report

Independent Auditor's Report

May 9, 2025

To the Board of Directors of
ORGANO CORPORATION:

KPMG AZSA LLC
Tokyo Office, Japan

Kentaro Yamamoto
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Takashi Watanabe
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets and the related notes, and the accompanying supplementary schedules ("the financial statements and the accompanying supplementary schedules") of ORGANO CORPORATION ("the Company") as at March 31, 2025 and for the year from April 1, 2024 to March 31, 2025 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and the accompanying supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the accompanying supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Audit and Supervisory Board Members and the Audit and Supervisory Board are responsible for overseeing the Directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

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

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

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

We have nothing to report in this regard.

Responsibilities of Management and Audit and Supervisory Board Members and the Audit and Supervisory Board for the Financial Statements and the Accompanying Supplementary Schedules

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

In preparing the financial statements and the accompanying supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Audit and Supervisory Board Members and the Audit and Supervisory Board are responsible for overseeing the Directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

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

Our objectives are to obtain reasonable assurance about whether the financial statements and the accompanying supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the accompanying supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the accompanying supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the accompanying supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and the accompanying supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the accompanying supplementary schedules, including the disclosures, and whether the financial statements and the

accompanying supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Audit and Supervisory Board Members and the Audit and Supervisory Board regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit and Supervisory Board Members and the Audit and Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

We do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

(English translation)

Certifies Copy of Audit Report by Audit and Supervisory Board Member

Audit Report

With respect to the Directors' performance of their duties during the 80th fiscal year from April 1, 2024 to March 31, 2025, the Audit and Supervisory Board has prepared this Audit Report after deliberations based on the audit reports prepared by each Audit and Supervisory Board Member. We hereby report as follows:

1. Method and Content of Audits by Audit and Supervisory Board Members and the Audit and Supervisory Board
 - (1) The Audit and Supervisory Board specified audit policies, assigned duties to each Audit and Supervisory Board Member and received reports from each Audit and Supervisory Board Member on the status of implementation and results of audit, and received reports from Directors, etc. and the Independent Auditor on the status of the performance of their duties and asked them for explanations as necessary.
 - (2) In conformity with the auditing standards stipulated by the Audit and Supervisory Board, and in accordance with auditing policies and the assignment of duties, all Audit and Supervisory Board Members strived to achieve effective communication with Directors, the Internal Auditing Dept. and other employees, collected information and improved the audit environment. In addition, all Audit & Supervisory Board Members conducted an audit in the following methods.
 - (i) Audit and Supervisory Board Members attended the Board of Directors meetings and other important meetings, received reports from Directors and employees about the status of the performance of their duties, obtained explanations as necessary, reviewed important approval documents, and conducted investigations on the status of the business operations and assets of the Company at its head office and other major offices. Furthermore, Audit and Supervisory Board Members also worked to facilitate communication and information exchange with the Directors, Audit and Supervisory Board Members and others of the subsidiaries of the Company, and received reports on the business conditions of subsidiaries as necessary.
 - (ii) Audit and Supervisory Board Members received reports periodically from Directors and employees on the content of the resolution made by the Board of Directors concerning the development of a system for ensuring that the performance of duties by Directors conforms with laws and regulations and the Company's Articles of Incorporation, as described in the Company's business report, and other systems prescribed in Article 100, paragraphs 1 and 3 of the Regulation for Enforcement of the Companies Act as systems necessary for ensuring proper business conduct by a corporate group formed by a stock company and its subsidiaries (internal control system), as well as the construction and status of operation of the internal control system developed based on said resolution. As necessary, Audit and Supervisory Board Members also asked for explanations from Directors and employees and expressed opinions.
 - (iii) Audit and Supervisory Board Members monitored and verified whether the Independent Auditor maintained its independence and properly conducted its audit, received a report from the Independent Auditor on the status of their performance of duties, and asked for explanations as necessary. The Independent Auditor reported to us that the "Systems for Ensuring Proper Performance of Duties" (listed in each item of Article 131 of Regulation on Corporate Accounting) have been developed in accordance with the "Quality Control Standards concerning Audit" (Business Accounting Council) and other applicable regulations, and we asked the Independent Auditor for explanations as necessary.

Based on the methods mentioned above, we have reviewed the business report, and their supplementary schedule, non-consolidated financial statements (balance sheet, statement of income, statement of changes in equity, and notes to non-consolidated financial statements), and their supplementary schedules, and consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in equity, and notes to consolidated financial statements) for the fiscal year under review.

2. Result of Audit

(1) Results of Audit of Business Report, Etc.

- (i) We confirm that the business report and its supplementary schedules present fairly the situation of the Company in accordance with relevant laws and regulations and the Company's Articles of Incorporation.
- (ii) With respect to the Directors' performance of their duties, we confirm that there has been no improper act committed or important violation of applicable laws and regulations or of the Articles of Incorporation.
- (iii) The resolution of the Board of Directors regarding the internal control system is fair and reasonable. There are no matters requiring additional comment regarding the contents of the business report on such internal control system and the performance of duties by Directors.

(2) Result of Audit of non-consolidated financial statements and supplementary schedules thereof

We confirm that the auditing methods and results of KPMG AZSA LLC, the Independent Auditor, are proper.

(3) Results of audit of consolidated financial statements

We confirm that the auditing methods and results of KPMG AZSA LLC, the Independent Auditor, are proper.

May 12, 2025

Audit and Supervisory Board, ORGANO
CORPORATION

Audit and Supervisory Board Member (Full-time)
Yoshihiro Tajitsu [Seal]

Outside Audit and Supervisory Board Member
Wataru Higuchi [Seal]

Outside Audit and Supervisory Board Member
Hirohito Kodama [Seal]

**80th Ordinary General Meeting of Shareholders
Other Matters Subject to Measures for Electronic Provision
(Matters Excluded From Delivered Paper-based Documents)**

80th fiscal year
(From April 1, 2024 to March 31, 2025)

- (i). Business Report
 - Development of systems to ensure the appropriateness of business operations
 - Overview of operational status of systems to ensure appropriateness of business operations
- (ii). Consolidated Financial Statements
 - Consolidated Statement of Changes in Equity
 - Notes to Consolidated Financial Statements
- (iii). Non-consolidated Financial Statements
 - Statement of Changes in Equity
 - Notes to Non-consolidated Financial Statements

ORGANO CORPORATION

<p>In accordance with the provisions of laws and regulations and the Company's Articles of Incorporation, the above matters (i) through (iii) are excluded from the paper-based documents delivered to shareholders who have made a request for delivery of such documents.</p>

Company systems and policies

(1) Development of systems to ensure the appropriateness of business operations

The Company, in its Board of Directors meetings, made a resolution regarding the basic policy on systems to ensure the appropriateness of business operations (internal control system) as follows:

- (i) System to ensure that Directors and employees perform their duties in compliance with relevant laws and regulations and the Articles of Incorporation
 - The Company shall establish the Organo Group Company Code of Conduct and the Compliance Regulations and shall ensure that all officers and employees of the Company are aware of them.
 - To promote compliance, the Company shall establish the Compliance Committee to formulate a compliance education plan, establish a compliance system, and enact other company-wide initiatives.
 - The Company has established the Whistleblowing Regulations in order to ensure the effectiveness of compliance, and the system allows the Company's officers and employees to directly report to or consult with the Company's Legal Division, the Audit and Supervisory Board Members, or external lawyers about systematic or personal legal violations, etc.
 - The Company shall seek to raise awareness of compliance by providing compliance training to the Company's officers and employees as necessary.
 - The Internal Auditing Dept. will perform periodic audits concerning the performance of duties and compliance practices.
 - In order to carry out appropriate financial reporting for the Group, the Company establishes and operates a system of internal control over financial reporting, including the establishment of an internal control policy for financial reporting and the establishment of an Internal Control Division, and evaluates this system.
- (ii) System for retaining and managing information pertaining to the performance of duties by Directors
 - The Company shall appropriately retain and manage documents and other information concerning the performance of duties by Directors in accordance with internal rules such as the Documents and Information Management Regulations, the Corporate Information Basic Management Regulations, etc.
 - The Directors and the Audit and Supervisory Board Members shall inspect such documents and other information as necessary.
- (iii) Rules and other systems for management of risk of loss
 - The Company shall establish the Risk Management Basic Regulations and other related rules and establish and operate a risk management system in order to appropriately manage the various risks in business activities.
 - The Company shall establish the Risk Management Committee in order to appropriately manage risks that may have a significant impact on the Group's business activities (Major Risks) and to identify, analyze and assess Major Risks and promote countermeasures to Major Risks.
 - In the event of a natural disaster, accident, or other unforeseen circumstances, the Company shall establish the crisis headquarters and other systems in accordance with the Crisis Management Basic Regulations and other related rules and implement appropriate measures to minimize damage.

(iv) Systems to ensure efficiency of the performance of duties by Directors

- The Company shall ensure the establishment of the system that enables appropriate and efficient performance of duties. Specifically, among others, the Board of Directors makes decisions on important business execution and supervises the status of business execution at the meetings (held at least once per month in principle), whereas Executive Directors and Executive Officers with titles formulate medium- to long-term strategies, etc. and discuss important management issues at the Management Meetings (held twice per month in principle).
- The Company has introduced an Executive Officer System to allow differentiation between the “management decision-making and supervision function” of Directors and the “business execution function” of Executive Officers, thereby clarifying responsibilities and accelerating decision-making.
- In business management, the Company sets company-wide goals based on the Medium-term Management Plan approved by the Board of Directors and the profit plan for each fiscal year, and at the Monthly Business Conference (in principle, held once per month, and once per quarter as the Group Liaison Conference including Presidents of group companies, etc.) consisting of Executive Directors, Executive Officers, and General Managers, etc., ensures the appropriate execution of all projects through evaluating progress reports by the General Managers on the business of each division.

(v) System to ensure the appropriateness of business operations of the corporate group consisting of the Company, its parent company and subsidiaries

- a. Systems for the reporting of items related to the performance of the duties of directors, etc. of subsidiaries to the Company

The Company shall provide Group Companies Management Regulations, and require reports from the group companies on management policies/management plans, human resources/organization, accounting/financial affairs, audits, disasters/accidents, and other important matters. These reports shall be made at the Group Liaison Conference (in principle, held once per quarter).

- b. Rules and other systems for management of risk of loss at subsidiaries

The Company shall include its group companies within the scope of the Risk Management Basic Regulations, apply the risk management system to the entire Group, and manage the risks throughout the Group in a comprehensive manner.

- c. System to ensure efficiency of the performance of duties by directors, etc. of subsidiaries

- The Company shall set company-wide goals based on the Organo Group’s Medium-term Management Plan approved by the Board of Directors and the profit plan for each fiscal year, and at the Group Liaison Conference shall ensure the appropriate execution of all projects through evaluating business progress reports by the Presidents of each group company.
- The Company shall establish a system to make the business operations of group companies more efficient by providing and sharing indirect business operations and optimizing funding and management.

- d. System to ensure that directors, etc. and employees of subsidiaries perform their duties in compliance with relevant laws and regulations and the Articles of Incorporation
 - The Company shall prescribe the Organo Group Company Code of Conduct as a basic code of conduct with which all officers and employees of group companies must comply, and seek to spread awareness.
 - The Company shall provide compliance training to the group companies' officers and employees as necessary.
 - The Company's Internal Auditing Dept. shall perform audits concerning the performance of duties and compliance practices of group companies.
 - The officers and employees of group companies are also able to use the Company's whistleblowing system.

- e. Other system to ensure the appropriateness of business operations of the corporate group consisting of the Company, its parent company and subsidiaries
 - From the perspective of internal controls pertaining to consolidated financial statements, the Company's Internal Control Division and Accounting Division shall cooperate in the development and operation of the accounting and financial reporting processes of the group companies.
 - The Company shall ensure a certain degree of independence in business activities and management decisions from the Company's parent company, Tosoh Corporation, and promotes appropriate coordination of activities through regular meetings, etc., with the company.

- (vi) Matters relating to employees that assist the Audit and Supervisory Board Members upon the request of such Audit and Supervisory Board Members for assistance, matters relating to independence of the relevant employees from Directors and matters relating to ensuring effectiveness of directions given to such employees
 - The Company shall establish a secretariat for the Audit and Supervisory Board and assign employees that assist in the duties of Audit and Supervisory Board Members.
 - Audit and Supervisory Board Members shall make personnel evaluations of employees that assist in the duties of Audit and Supervisory Board Members, and shall determine proper procedures for handling matters related to human affairs, including personnel changes, for employees that assist in the duties of the Audit and Supervisory Board Members with the prior consent of the Audit and Supervisory Board.
 - Employees that assist in the duties of the Audit and Supervisory Board Members shall not receive instructions or orders from executives, but shall follow direct instructions or orders from Audit and Supervisory Board Members.

- (vii) System for directors, etc., and employees of the Company and its subsidiaries to report to Audit and Supervisory Board Members of the Company, and system for ensuring that these parties shall not be treated adversely due to making reports
 - If Audit and Supervisory Board Members of the Company request reports from Directors and employees of the Company and group companies or audit and supervisory board members of group companies, they shall provide an appropriate report without delay.
 - Directors and employees of the Company and group companies or audit and supervisory board members of group companies shall immediately report to the Audit

and Supervisory Board Members of the Company if they discover facts that could cause significant damage to the Company or the group companies.

- Audit and Supervisory Board Members shall participate in important meetings such as the Board of Directors, the Group Liaison Conference, etc., and shall request explanations from the Directors and employees of the Company and group companies as necessary.
- The Legal Division and external lawyers who serve as contact points for the whistleblowing system shall report to the Audit and Supervisory Board Members of the Company on the whistleblowing information received from the Directors and employees of the Company and group companies in accordance with the Whistleblowing Regulations.
- The Company's Audit and Supervisory Board Members also serve as a contact point for the whistleblowing system.
- The Company shall ensure that Directors and employees of the Company and group companies who make reports to the Audit and Supervisory Board Members of the Company, or otherwise make a report in accordance with the Whistleblowing Regulations, shall not be treated adversely due to the report or the act of making the report.

(viii) Other systems to ensure that Audit and Supervisory Board Members perform audits effectively

- The Representative Director shall regularly exchange opinions with the Audit and Supervisory Board Members on matters related to overall management.
- The Audit and Supervisory Board Members shall receive reports from the Independent Auditor, Internal Auditing Dept., and Audit and Supervisory Board Members of group companies, seeking mutual cooperation and consulting with lawyers as necessary.
- The Company shall bear any expenses incurred by Audit and Supervisory Board Members in the performance of duties, provided that these expenses have not been deemed unnecessary in the performance of duties by Audit and Supervisory Board Members.

(2) Overview of operational status of systems to ensure appropriateness of business operations

The Company has established the internal control systems listed above, and engaged in the following specific initiatives based on that basic policy.

The Company has a systematic approach to promoting compliance to ensure that all officers and employees are aware of laws and regulations and internal rules with which they must comply. More specifically, the Company distributes the Organo Group Company Code of Conduct Card to its employees to conduct education, as well as conducts education (e-learning) on harassment prevention, corporate ethics and compliance, and provides hierarchical patent and legal education programs and training on construction contracts, so as to raise awareness of compliance.

In addition, the Company provided Directors and Audit and Supervisory Board Members with executive training provided by external instructors and training provided by external organizations, and the Directors and Audit and Supervisory Board Members attended as appropriate.

The Company has established a BCP (Business Continuity Plan) to minimize loss or disadvantage suffered by the Company and group companies. As part of these initiatives, in October 2024, the Company and its group companies conducted safety confirmation drills.

In addition, the Company is building the PDCA cycle of the process to ensure and enhance the effectiveness of group-wide risk management. Previously, the Risk Management Division oversaw the Company's risk management, operating a company-wide PDCA cycle. To ensure more appropriate management of Major Risks, however, we introduced a system that promotes risk management led by the Risk Management Committee, which was established on April 1, 2024. In executing management plans and strategies, the Risk Management Committee extracts candidates for Major Risks of the Company among the risks pointed out by various departments/divisions and group companies, and the Board of Directors determines the Major Risks and the supervising departments/divisions that lead the countermeasures against those Major Risks. The Risk Management Committee monitors the progress of the risk management plan formulated by the supervising departments/divisions and reports the results to the Board of Directors, thereby supervising the progress of the risk countermeasures. In addition, the Internal Auditing Office evaluates the operation of the risk management process from an independent standpoint to enhance the effectiveness of risk management.

In the fiscal year under review, the Company held 15 meetings of the Board of Directors, 20 Management Meetings to discuss important management agendas, and continued to strive to ensure the appropriateness and efficiency of business execution by Directors. In addition, the Monthly Business Conference was held 12 times (including four Group Liaison Conferences), and progress on goal developed based on the Medium-term Management Plan and the profit plan for the fiscal year under review was confirmed through the reception of status reports on business by the General Managers of each division, etc.

The Company's Audit and Supervisory Board Members participated in meetings of the Board of Directors, the Management Meeting, the Monthly Business Conference and other important meetings, established internal controls for the Company, and confirmed the status of operations through regular reports from the Legal and Patent Dept., Corporate Strategy and Planning Dept., Accounting Dept., Internal Auditing Office and other departments pertaining to internal control while making efforts to improve the efficiency and effectiveness of its audits by exchanging information and opinions with Independent Auditors as necessary. In addition, the Representative Director and the Audit and Supervisory Board Members held opinion exchanges on overall management twice and endeavored to ensure the effectiveness of audits.

Consolidated Statement of Changes in Equity

(From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	8,225	7,508	82,907	(518)	98,122
Changes during period					
Dividends of surplus	—	—	(6,074)	—	(6,074)
Profit attributable to owners of parent	—	—	24,150	—	24,150
Purchase of treasury shares	—	—	—	(330)	(330)
Disposal of treasury shares	—	—	—	101	101
Net changes in items other than shareholders' equity	—	—	—	—	—
Total changes during period	—	—	18,075	(228)	17,846
Balance at end of period	8,225	7,508	100,982	(746)	115,969

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	774	1,923	1,108	3,805	219	102,147
Changes during period						
Dividends of surplus	—	—	—	—	—	(6,074)
Profit attributable to owners of parent	—	—	—	—	—	24,150
Purchase of treasury shares	—	—	—	—	—	(330)
Disposal of treasury shares	—	—	—	—	—	101
Net changes in items other than shareholders' equity	(517)	1,474	215	1,172	27	1,200
Total changes during period	(517)	1,474	215	1,172	27	19,046
Balance at end of period	256	3,397	1,323	4,978	246	121,194

Notes to Consolidated Financial Statements

1. Notes on significant matters for the basis of the preparation of consolidated financial statements

(1) Scope of consolidation

(i) Status of consolidated subsidiaries

- Number of consolidated subsidiaries:
10 companies
- Names of principal consolidated subsidiaries:
ORGANO PLANT SERVICE CORPORATION
Organo Technology Co., Ltd.
Organo (Suzhou) Water Treatment Co., Ltd

(ii) Status of non-consolidated subsidiaries

- Number of non-consolidated subsidiaries:
1 company
- Name of non-consolidated subsidiary:
HOSTEC
- Reason for exclusion from scope of consolidation:
The non-consolidated subsidiary is small in size and the aggregate total assets, net sales, profit or loss (based on the Company's ownership percentage), retained earnings (based on the Company's ownership percentage), and other indicators do not have a material effect on the consolidated financial statements and has therefore been excluded from the scope of consolidation.

(2) Application of the equity method

(i) Status of affiliates accounted for by the equity method

- Number of affiliates accounted for by the equity method:
1 company
- Name of the affiliate accounted for by the equity method:
TOHOKU DENKI TEKKO Co., Ltd.

(ii) Status of non-consolidated subsidiaries and affiliates not accounted for by the equity method

- Number of non-consolidated subsidiaries and affiliates not accounted for by the equity method:
1 company
- Name of non-consolidated subsidiaries or affiliates not accounted for by the equity method:
HOSTEC
- Reason for not applying equity method:
Since the non-consolidated subsidiary to which the equity method was not applied would have only a minimal impact on the consolidated financial statements when removed, judging from profit or loss (based on the Company's ownership percentage), retained earnings (based on the Company's ownership percentage) and the like, and it is not material, it is removed from the scope to which the equity method is applied.

(3) Changes in the scope of consolidation

ORGANO ECO TECH CORPORATION, a consolidated subsidiary, ceased to exist as a result of the absorption-type merger with the Company as the surviving company and is excluded from the scope of consolidation.

(4) Fiscal year-end of consolidated subsidiaries

Of consolidated subsidiaries, seven overseas subsidiaries have their fiscal year-end on December 31.

In the preparation of the consolidated financial statements, their financial statements as of this date have been used, with adjustments made as necessary upon consolidation for material transactions that occur between their fiscal year-end and that of the Company.

- (5) Accounting policies
 - (i) Valuation standards and methods for significant assets
 - a. Securities
 - Other securities
 - Other than shares, etc. without market prices
 - Stated at fair value (Valuation differences are included in a separate component of net assets, and cost of sales is determined by the moving-average method.)
 - Shares, etc. without market prices
 - Stated at cost using the moving-average method
 - b. Derivatives
 - Stated at fair value
 - c. Inventories
 - Inventories held for sale in the ordinary course of business
 - Stated at cost (based on the method of writing down the book value in accordance with the declining in profitability).
 - Merchandise, finished goods and raw materials
 - Stated using the moving-average method principally
 - Work in process
 - Stated using the identified cost method
 - (ii) Depreciation and amortization method for significant depreciable assets
 - a. Property, plant and equipment (excluding leased assets)
 - Depreciated mainly using the declining balance method.
 - Buildings (excluding facilities attached to buildings) acquired on or after April 1, 1998 and facilities attached to buildings and structures acquired on or after April 1, 2016 are depreciated using the straight-line method.
 - The estimated useful lives of major items are as follows.
 - Buildings and structures: 3 to 50 years
 - Machinery, equipment and vehicles: 4 to 17 years
 - b. Intangible assets (excluding leased assets)
 - Depreciated using the straight-line method.
 - Software for internal use is amortized using the straight-line method over the internally expected useful life (mainly five years).
 - c. Leased assets
 - Leased assets under finance lease transactions that do not transfer ownership
 - Depreciated by the straight-line method assuming the lease periods as useful lives without residual value.
 - (iii) Standards for recognition of principal allowances and provisions
 - a. Allowance for doubtful accounts
 - To prepare for losses from bad debt, an estimated uncollectible amount is recorded at the amount estimated by using the historical rate of credit loss for ordinary receivables, and based on individual consideration of collectability for specific receivables such as highly doubtful receivables.
 - b. Provision for bonuses
 - To prepare for payment of employee bonuses, of the estimated future bonus payment, an amount to be borne during the fiscal year under review is recorded.
 - c. Provision for product warranties
 - To prepare for warranties against defects in completed construction contracts, etc., an amount is recorded by giving consideration to the expected amount of future guarantees

based mainly on the past two years' performance. For items that can be estimated individually, the estimated amount is recorded.

- d. Provision for loss on construction contracts
To prepare for any losses on undelivered construction projects, the estimated amount of losses in or after the following fiscal years is recorded for some of the construction projects as of the end of the fiscal year under review, which are highly probable to incur losses and for which the amounts thereof can be reasonably estimated.
 - e. Provision for share awards for directors (and other officers)
To prepare for the delivery of the Company's shares, etc. to Directors and Executive Officers, pursuant to the Share Delivery Regulations, the Company recorded a provision for share awards for directors (and other officers) based on estimated share benefit obligations at the end of the fiscal year under review.
- (iv) Standards for recognition of revenues and expenses
- a. Revenue from contracts with customers
Details of main performance obligations in business relating to revenue from contracts with customers of the Company and its consolidated subsidiaries, and the typical point in time (typical point in time revenue is recognized) at which such performance obligations are satisfied are as follows.
 - i. Water Treatment Engineering Business Unit
The water treatment engineering business unit provides various water treatment services that mainly include construction work of water treatment plant, renovation and reconditioning of existing facilities, maintenance, and operational support. In these transactions, judging that performance obligations are satisfied over a certain period of time, revenue is recognized based on the progress toward satisfying the performance obligations. The measurement of progress in construction contracts, including construction and renovation and reconditioning of facilities, is based on the ratio of construction costs incurred until the last day of each reporting period to the total estimated construction costs. This is due to the fact that construction work is believed to progress in proportion to the extent construction costs are incurred. Furthermore, the measurement of progress in water treatment service transactions in contracts with one-year or multi-year terms, including maintenance and operational support of facilities, is based on the time elapsed and the assessment of the results achieved. This is because consideration and service-rendering items for each period are defined in contracts in advance, and customer acceptance is conducted for each period. In addition, the Company is to recognize revenue using the cost recovery method in cases where it expects to recover costs incurred but is unable to reasonably estimate the extent of progress made toward satisfying performance obligations.
 - ii. Performance Products Business Unit
The performance products business unit manufactures and sells mainly water treatment chemicals, standard equipment and functional materials, food ingredients and food processing agents. For such sales transactions, revenue is recognized at the time merchandise and finished goods are each delivered to customers. This is because, at such point, legal ownership and physical possession of merchandise and finished goods, as well as significant risks and economic values from owning finished goods are transferred to the customer, and therefore it can be judged that the right to receive payment of transaction consideration from the customer has been obtained. In their domestic sales, however, since the period from the time of shipment to the time of delivery is a normal period, the alternative treatment regarding materiality, etc. is applied, and revenue is recognized at the time of shipment of such merchandise and finished goods. Among sales transactions of merchandise, for items where it is judged the Company and its consolidated subsidiaries correspond to agents, the net amount, which is the amount receivable in exchange for merchandise provided by another party minus the amount payable to such other party, is recognized as revenue.

- b. Standard for recognition of revenue related to finance lease transactions
Revenue related to finance lease transactions follows a method of accounting net sales and cost of sales at the time of receiving lease fees.
- (v) Method of significant hedge accounting
 - a. Method of hedge accounting
Principally, accounted for with deferred hedge accounting. The designated hedge accounting (the “Furiate-shori”) is applied to forward exchange contracts that satisfy requirements for such accounting, and the exceptional treatment (the “Tokurei-shori”) is applied to interest rate swaps that satisfy the requirements for such treatment.
 - b. Hedging instruments and hedged items
Hedging instruments: Forward exchange contracts and interest rate swaps
Hedged items: Foreign currency-denominated monetary claims, obligations, etc., and borrowings
 - c. Hedging policy
Foreign exchange rate fluctuation risk and market interest rate fluctuation risk are hedged within a certain range based on transaction management regulations that stipulate authorization relating to derivatives and other matters.
 - d. Method of assessing hedge effectiveness
The Company assesses hedge effectiveness by comparing cumulative cash flow or fair value fluctuations of hedged items with those of hedging instruments quarterly and based on those fluctuation amounts.

However, assessment of effectiveness is omitted for interest rate swaps which are accounted for applying the exceptional treatment.
- (vi) Other significant matters for the basis of the preparation of consolidated financial statements
Standard for recognition of retirement benefit liability
To prepare for the payment of employees’ retirement benefits, the amount of retirement benefit obligations minus plan assets is recorded as retirement benefit liability, based on the estimated amount at the end of the fiscal year under review.

If the amount of plan assets exceeds the amount of retirement benefit obligations, retirement benefit assets will be recorded.

Past service costs are recognized as expenses at the time they are incurred.

Actuarial gains and losses are amortized in the year following the year in which the gains or losses are recognized by the straight-line method in equally allocated amounts over a certain number of years (principally ten years) which are within the average remaining years of service of the eligible employees at the time of occurrence.

Unrecognized actuarial gains and losses are recorded in the remeasurements of defined benefit plans in the accumulated other comprehensive income of the net assets after adjusting for tax effects. In the calculation of retirement benefit obligations, the method used to attribute expected retirement benefits to periods up to the fiscal year under review is benefit formula basis.

2. Notes to changes in accounting policies

(Application of the “Accounting Standard for Current Income Taxes,” etc.)

The “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the “Revised Accounting Standard 2022”), etc. have been applied effective from the beginning of the fiscal year ended March 31, 2025.

The amendment to categories in which current income taxes should be recorded (taxes on other comprehensive income) follows the transitional treatment prescribed in the proviso of Paragraph 20-3 of the Revised Accounting Standard 2022 and the transitional treatment prescribed in the proviso of Paragraph 65-2 (2) of the Guidance on Accounting Standard for Tax Effect Accounting (ASBJ Guidance

No. 28, October 28, 2022; hereinafter referred to as the “Revised Guidance 2022”). This change in accounting policies has no impact on the consolidated financial statements.

For the amendment related to the revised accounting treatment for consolidated financial statements when gains or losses on sale of shares in subsidiaries resulting from transactions between consolidated companies are deferred for tax purposes, the Revised Guidance 2022 has been applied effective from the beginning of the fiscal year ended March 31, 2025. This change in accounting policies was applied retrospectively. Hence, the consolidated financial statements for the previous fiscal year have been modified retrospectively. This change in accounting policies has no impact on the consolidated financial statements for the previous fiscal year.

3. Notes to accounting estimates

Accounting estimates are reasonable amounts calculated based on information available at the time of preparation of the consolidated financial statements. Of the amounts recorded in the consolidated financial statements for the current fiscal year that are based on accounting estimates, the following items have the risk of having a material impact on the consolidated financial statements for the following fiscal year.

(Recording of revenue regarding transactions recognizing revenue over a certain period of time in the water treatment engineering business unit)

- (1) Amount recorded in the consolidated financial statements for the fiscal year under review

In the consolidated statement of income, the Company recorded ¥113,896 million of revenue on performance obligations satisfied over a certain period of time in the water treatment engineering business unit for the fiscal year under review. The amount includes various water treatment services contracts that mainly include maintenance and operational support and construction contracts using the cost recovery method, and the revenue excluding these is ¥78,845 million.

- (2) Information on the details of significant accounting estimates for identified items

The Company and its consolidated subsidiaries recognize revenue over a certain period of time in alignment with satisfaction of performance obligations to transfer goods or services to customers when control over a good or service is to be transferred to the customer over a certain period of time. Revenue is recorded by reasonably estimating the total amount of construction revenue, total amount of construction cost, and progress as of the end of the fiscal year.

The Company estimates the total amount of construction cost, which is the basis for the recognition of the revenue, as the expected cost for each contract. However, the content of the work may change due to an increase in the number of man-hours or changes in site conditions caused by facts that become known after the start of the construction contract. In particular, large-scale construction projects require a long time to complete, and therefore there is a high degree of uncertainty in estimating the work content and man-hours required for completion.

More specifically, the estimate of the total cost of construction at the end of the consolidated fiscal year will be significantly affected by the identification of the work required for the completion of a construction contract, the estimation of the cost of that work, and the timely and appropriate reflection of changes in the work due to changes in conditions after the start of construction.

4. Notes to the consolidated balance sheet

- (1) Accumulated depreciation for property, plant and equipment ¥25,925 million

- (2) Contingent liabilities

Joint and several guarantee obligation for building lease contract of HOSTEC

¥972 million

5. Notes to the consolidated statement of changes in equity

(1) Total number of shares issued

Class of shares	Number of shares at beginning of period (Thousands of shares)	Increase in number of shares during the period (Thousands of shares)	Decrease in number of shares during the period (Thousands of shares)	Number of shares at end of period (Thousands of shares)
Common shares	46,359	-	-	46,359

(2) Number of treasury shares

Class of shares	Number of shares at beginning of period (Thousands of shares)	Increase in number of shares during the period (Thousands of shares)	Decrease in number of shares during the period (Thousands of shares)	Number of shares at end of period (Thousands of shares)
Common shares	415	36	58	393

- Notes:
1. The increase of 36 thousand shares in the number of treasury shares reflects the acquisition of 35 thousand shares by the Officer Share Delivery Trust and the increase of 0 thousand shares due to the purchase of shares less than one unit.
 2. The decrease of 58 thousand shares in the number of treasury shares reflects the decrease of 58 thousand shares due to the delivery of the Company's share held by the Officer Share Delivery Trust.
 3. The number of treasury shares at the end of the fiscal year under review includes 54 thousand shares of the Company held by the Officer Share Delivery Trust.

(3) Dividends of surplus

(i) Dividends paid, etc.

- a. Dividends resolved at the 79th Ordinary General Meeting of Shareholders held on June 27, 2024

- Total dividends: ¥2,807 million
- Dividend per share: ¥61
- Record date: March 31, 2024
- Effective date: June 28, 2024

Note: Total dividends include ¥4 million in dividends for shares of the Company held by the Officer Share Delivery Trust.

- b. Dividends resolved at the meeting of the Board of Directors held on November 1, 2024

- Total dividends: ¥3,267 million
- Dividend per share: ¥71
- Record date: September 30, 2024
- Effective date: December 9, 2024

Note: Total dividends include ¥1 million in dividends for shares of the Company held by the Officer Share Delivery Trust.

- (ii) Dividends whose record date falls in the fiscal year under review and which have an effective date in the next fiscal year

The following dividends are proposed for the 80th Ordinary General Meeting of Shareholders, scheduled for June 27, 2025.

- Total dividends: ¥4,095 million
- Source of dividends: Retained earnings
- Dividend per share: ¥89
- Record date: March 31, 2025
- Effective date: June 30, 2025

Note: Total dividends include ¥4 million in dividends for shares of the Company held by the Officer Share Delivery Trust.

6. Notes to financial instruments

(1) Status of financial instruments

(i) Policy for handling financial instruments

The Organo Group procures long-term capital and short-term operating capital from banks in accordance with its capital investment plan, etc.

Derivatives are used to hedge the various risks as described in detail below, and the Company does not enter into derivatives for trading or speculative purposes.

(ii) Details of financial instruments and associated risks

Notes receivable - trade, accounts receivable - trade, electronically recorded monetary claims - operating and investments in leases, all of which are trade receivables, are exposed to credit risks of customers. Although foreign currency-denominated trade receivables that arise in conducting business in overseas are exposed to foreign exchange rate fluctuation risk, the Company hedges the risk with the use of forward exchange contracts as necessary.

Investment securities are mainly shares held to strengthen relationships with business partners or purely for investment. These are exposed to market price fluctuation risk.

Notes and accounts payable - trade and electronically recorded obligations - operating that are trade payables are mainly due within one year. Furthermore, these include foreign currency-denominated payables associated with imports, which are exposed to foreign exchange fluctuation risk. However, these are hedged as necessary using forward exchange contracts.

Borrowings are mainly for the purpose of procuring capital needed for capital investment and short-term operating capital. Although some of them have floating rates and are exposed to interest rate risks, they are hedged through derivatives (interest rate swaps).

Derivatives are forward exchange contracts executed for the purpose of hedging foreign exchange rate fluctuation risk associated with foreign currency-dominated trade receivables and payables, interest rate swaps executed for the purpose of hedging interest rate fluctuation risk associated with borrowings. With respect to hedging instruments and hedged items, hedging policy and method of assessing hedge effectiveness, please refer to “1. Notes on significant matters for the basis of the preparation of consolidated financial statements (5) Accounting policies (v) Method of significant hedge accounting” previously described.

(iii) Management system for risks associated with financial instruments

a. Management of credit risks (risks of contractual defaults by business partners)

For trade receivables, the sales divisions within each business segment conduct regular monitoring of the status of business partners, and manage maturity dates and balances by counterparty in accordance with the internal rules. In addition, they endeavor to quickly identify and mitigate any concerns regarding the collection of receivables due to deteriorated financial conditions of business partners. The consolidated subsidiaries exercise similar management based on the regulations of the Company.

In utilizing derivatives, the Organo Group has transactions only with high-rated financial institutions to mitigate credit risks.

b. Management of market risks (risks of fluctuations in foreign exchange rates and interest rates)

The Organo Group, with respect to foreign currency-denominated trade receivables and payables, hedges foreign exchange fluctuation risk identified by each transaction with the use of forward exchange contracts as necessary.

The Organo Group also utilizes interest rate swaps to limit the risks of fluctuations in interest rates on borrowings.

In terms of investment securities, the Organo Group assesses the market values and financial positions of issuers (business partners) on a regular basis. As for those excluding held-to-maturity debt securities, the Organo Group continuously reviews positions in consideration of the market conditions and relationships with business partners.

Execution and management of derivatives is conducted with the approval of the decision-making person in the responsible department in accordance with transaction management regulations that stipulate authorization relating to derivatives and other matters.

- c. Management of liquidity risk associated with procurement of funds (risk of becoming unable to repay on payment date)

The Organo Group in a timely way develops and updates the financing plans through divisions in charge of accounting based on reports from each division, and manages liquidity risks by maintaining cash balances.

- (iv) Supplemental remarks on fair values of financial instruments

As changeable factors are included in calculating fair values of financial instruments, if different assumptions, etc. are used, these values could vary.

- (v) Concentration of credit risks

Of the trade receivables as of the consolidated balance sheet date for the current fiscal year, 43.3% are those from the top three companies.

(2) Fair value of financial instruments

Amount on the consolidated balance sheet as of March 31, 2025, fair values and the difference are as follows. Shares, etc. without market prices are not included in the following table. (Please refer to Note.) Furthermore, notes are omitted for cash. Notes are also omitted for deposits, notes receivable - trade, electronically recorded monetary claims - operating, notes and accounts payable - trade, electronically recorded obligations - operating, and short-term borrowings, given that the fair values are proximate to the book values since they are settled in a short term.

(Millions of yen)

	Amounts on consolidated balance sheet	Fair value	Differences
(i) Accounts receivable - trade	42,549	42,549	—
(ii) Investments in leases	35,512	35,718	206
(iii) Investment securities	437	437	—
Total assets	78,499	78,705	206
(i) Long-term borrowings (including current portion of long-term borrowings)	5,500	5,476	(23)
Total liabilities	5,500	5,476	(23)
Derivatives [*]	(1)	(1)	—

[*] Net claims/obligations that arise from derivatives are indicated as net amounts, and the amounts of items for which net obligations are recognized in total are indicated in parentheses.

Note: Shares, etc. without market prices

(Millions of yen)

Category	Amounts on consolidated balance sheet
Unlisted shares	1,935

The Company does not include unlisted shares in “(iii) Investment securities.”

(3) Breakdown, etc. of fair value of financial instruments by appropriate category

Fair values of financial instruments are categorized into the following three levels depending on the observability and significance of inputs used for fair value measurement.

Level 1 fair value: Fair value measured by using, of observable inputs for fair value measurement, quoted prices in active markets for assets or liabilities that are subject to the fair value measurement concerned

Level 2 fair value: Fair value measured by using, of observable inputs for fair value measurement, inputs other than Level 1 inputs for fair value measurement

Level 3 fair value: Fair value measured by using unobservable inputs for fair value measurement

If multiple inputs that have a significant impact on fair value measurement are used, the inputs are categorized under the lowest priority level of fair value measurement in which each input belongs.

(i) Financial assets and financial liabilities recorded at fair value on consolidated balance sheet
(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other securities				
Shares	437	—	—	437
Derivatives				
Currency derivatives	—	1	—	1
Total assets	437	1	—	438
Derivatives				
Currency derivatives	—	2	—	2
Total liabilities	—	2	—	2

(ii) Financial assets and financial liabilities not recorded at fair value on consolidated balance sheet

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Accounts receivable - trade	—	42,549	—	42,549
Investments in leases	—	35,718	—	35,718
Total assets	—	78,268	—	78,268
Long-term borrowings (including current portion of long-term borrowings)	—	5,476	—	5,476
Total liabilities	—	5,476	—	5,476

Note: Description of valuation techniques and inputs used for fair value measurement

Investment securities

Listed shares are appraised using market price. Since listed shares are traded in active markets, the fair values are categorized under Level 1 fair value.

Derivatives

Fair values of forward exchange contracts are measured by a discounted cash flow method using observable inputs such as foreign exchange rates. They are categorized under Level 2 fair value.

Accounts receivable - trade

Fair values of accounts receivable - trade are measured by a discounted cash flow method based on amount of receivables, period to maturity, and interest rates that take into account credit risks of each receivable categorized by period of time. They are categorized under Level 2 fair value.

Investments in leases

Fair values of investments in leases are measured by a discounted cash flow method, under which the sum of principal and interest is discounted at an interest rate assumed in a case of similar new lease transactions. They are categorized under Level 2 fair value.

Long-term borrowings (including current portion of long-term borrowings)

Fair values of long-term borrowings are measured by a discounted cash flow method, under which the sum of principal and interest is discounted at an interest rate assumed in a case of similar new borrowings. They are categorized under Level 2 fair value. Of the long-term borrowings with floating rates, fair values of ones subject to exceptional treatment for interest rate swaps are measured by a discounted cash flow method, under which the sum of principal and interest treated in combination with the said interest rate swap is discounted based on a reasonably estimated rate applied to a similar new borrowing.

7. Notes to revenue recognition

(1) Information on disaggregation of revenue from contracts with customers

(Millions of yen)

	Reportable Segment			Total
	[Water Treatment Engineering Business Unit]	[Performance Products Business Unit]	Total	
Japan	68,599	23,487	92,087	92,087
Taiwan	27,739	114	27,854	27,854
China	20,025	518	20,543	20,543
Southeast Asia	11,355	756	12,112	12,112
Other	2,271	261	2,533	2,533
Revenue from contracts with customers	129,991	25,139	155,130	155,130
Other revenue	8,138	—	8,138	8,138
Sales to external customers	138,130	25,139	163,269	163,269

(Matters relating to changes in reporting segments)

In order to expand the functional materials business, which is a priority business, through the digital marketing strategy, etc. of the Performance Products Business, the Group transferred the Separation and Refinement Sales Department under the Electronics Division of the Industrial Plant Business, and placed it under the Functional Materials Department of the Performance Products Business Division of the Performance Products Business. Accordingly, the separation and refinement business, which was previously included in the “Water Treatment Engineering Business Unit,” is now included in the “Performance Products Business Unit,” effective from the fiscal year ended March 31, 2025.

(2) Basic information to understand revenue from contracts with customers

(i) Water Treatment Engineering Business Unit

The water treatment engineering business unit provides various water treatment services that mainly include construction work of water treatment plant facilities, renovation and reconditioning of existing facilities, maintenance, and operational support to customers in Japan and overseas regions. Amounts of variable consideration in prices of these transactions are insignificant.

At a point in time when performance obligations are satisfied, they are judged to be satisfied over a certain period of time. With respect to construction contracts, this is because the majority of transactions are the building of facilities on the customer’s grounds based on the customer’s specifications, and any of the following conditions are satisfied:

- a. Fulfilment of performance obligation arises when a new asset is created or the value of an asset is increased and the customer takes control of that asset or that asset’s increased value.
- b. By fulfillment of performance obligation, an asset that cannot be operated for a different purpose is created and the Company has the legal right to receive from the customer the amount of consideration corresponding to the part that performance obligation was completed for.

As for provision of services such as maintenance, performance obligations are judged to be satisfied over a certain period of time since customers are able to enjoy benefits as obligations are performed by the Company and its consolidated subsidiaries.

The measurement of progress in construction contracts is based on the ratio of construction costs incurred until the last day of each reporting period to the total estimated construction costs. This is due to the fact that construction work is believed to progress in proportion to the extent construction costs are incurred. Furthermore, the measurement of progress in water treatment service transactions in contracts with one-year or multi-year terms is based on the time elapsed and the assessment of the results achieved. This is because consideration and service-rendering items for each period are defined in contracts in advance, and customer acceptance is conducted for each period. In addition, the Company is to recognize revenue using the cost recovery method in cases where it expects to recover costs incurred but is unable to reasonably estimate the extent of progress made toward satisfying performance obligations.

Consideration is in accordance with the conditions set forth in the contract and is generally received in steps, in proportion to the progress of performance obligations. The remaining consideration is received generally within one year after all performance obligations are satisfied.

No significant financing component is included.

Construction and maintenance contracts, etc. have product warranty obligations where defects found generally within two years after delivery will be repaired or replaced at no charge. As such warranty obligations guarantee customers that finished goods will function as intended according to the specification set forth in the contracts with customers, they are recognized as a provision for product warranties.

(ii) Performance Products Business Unit

The performance products business unit manufactures and sells mainly water treatment chemicals, standard equipment and functional materials, food ingredients and food

processing agents to customers in Japan and overseas regions. Amounts of variable consideration in prices of these transactions are insignificant.

The time performance obligations are satisfied is set at the point when each piece of merchandise and finished goods is delivered to the customer. This is because, at such point, legal ownership and physical possession of merchandise and finished goods, as well as significant risks and economic values from owning finished goods are transferred to the customer, and therefore it can be judged that the right to receive payment of transaction consideration from the customer has been obtained. In their domestic sales, however, revenue is recognized at the time of shipment of such merchandise and finished goods.

Among sales transactions of merchandise, for items where it is judged the Company and its consolidated subsidiaries correspond to agents, the net amount, which is the amount receivable in exchange for merchandise provided by another party minus the amount payable to such other party, is recognized as revenue.

Consideration is received generally within four months after delivery, and no significant financing component is included.

- (3) Information on relation between satisfaction of performance obligations based on contracts with customers and cash flow arising from such contracts, and expected amount and period of revenue recognition from the following fiscal year based on contracts with customers existing as of the end of the fiscal year under review

- (i) Balance of contract assets and contract liabilities, etc.

(Millions of yen)

	Fiscal year under review
Receivables from contracts with customers (balance at beginning of period)	47,302
Receivables from contracts with customers (balance at end of period)	46,124
Contract assets (balance at beginning of period)	33,651
Contract assets (balance at end of period)	36,223
Contract liabilities (balance at beginning of period)	3,920
Contract liabilities (balance at end of period)	2,564

Contract assets are rights to consideration in exchange for the satisfied portion of performance obligations to mainly construction work of water treatment plant, renovation and reconditioning of existing facilities, and maintenance and they are measured based on the progress as of the end of the fiscal year, net of receivables. Contract assets are transferred to receivables arising from contracts with customers at the time rights to consideration by the Company and its consolidated subsidiaries become unconditional.

Contract liabilities are mainly advances received from customers. Contract liabilities are reduced when revenue is recognized.

Of the revenue amount recognized in the fiscal year under review, the amount included in the balance of contract liabilities as of the beginning of the period was ¥3,667 million.

There is no significance in the amount of revenue recognized in the fiscal year under review from performance obligations satisfied (or partially satisfied) in a past period.

- (ii) Transaction prices allocated to remaining performance obligations

The Company and its consolidated subsidiaries adopt a practical expedient when noting transaction prices allocated to remaining performance obligations, and do not include performance obligations relating to water treatment service transactions performed under contracts with an initially expected term of one year or less, and one year or multi-year contracts claiming fixed amounts based on implementation of service-rendering items set forth in the contracts in advance. The unsatisfied (or partially unsatisfied) performance obligations as of the end of the fiscal year under review were ¥78,268 million. Such performance obligations are mainly related to the construction work of water treatment plant, renovation and reconditioning of existing facilities and maintenance in the water treatment engineering business unit. Approximately 79% is expected to be recognized as revenue within one year after the last day of the period, and of the remaining approximately 21%, approximately 20% within two years that follow, and approximately 1% thereafter.

8. Notes to per share information

Net assets per share ¥2,631.24

Basic earnings per share ¥525.37

- Notes: 1. When calculating net assets per share, common shares of the Company held by the Officer Share Delivery Trust have been included in treasury shares excluded from the total number of issued shares at the end of the period (54 thousand shares at the end of the fiscal year under review).
2. When calculating basic earnings per share, common shares of the Company held by the Officer Share Delivery Trust have been included in treasury shares excluded from the calculation of the average number of shares during the period (53 thousand shares in the fiscal year under review).

9. Significant subsequent events

Transfer of shares of a consolidated subsidiary

At a meeting of the Board of Directors held on November 29, 2024, the Company resolved to transfer part of its shareholding in the consolidated subsidiary PT Lautan Organo Water (hereinafter referred to as “LOW”) to PT Lautan Air Indonesia (hereinafter referred to as “LAI”), a subsidiary of PT Lautan Luas Tbk (hereinafter referred to as “LTL”) that is the Company’s partner in the joint venture LOW, as described below, and transferred shares on April 11, 2025.

Upon completion of the share transfer, LOW ceased to be a consolidated subsidiary, and became an equity-method affiliate of the Company.

(1) Reason for the share transfer

In 2012, the Company acquired 51% of the issued shares in LOW, which was LTL’s subsidiary under the name of PT Hydro Hitech Optima at the time. Through this joint venture with LTL, the Company has since engaged in the water treatment business targeting both Japanese and Indonesian clients; however, the business has been growing at a slower pace than initially anticipated.

LTL, meanwhile, has been expanding its water treatment business through LAI, a group company that conducts the business with focus on water treatment chemicals. Based on the consideration that the best way to boost LOW’s water treatment business in Indonesia would be to enhance the synergy with the LTL Group, the Company decided to transfer part of its shareholding to LAI.

Going forward, the Company will continue to engage in the water treatment business in Indonesia through this joint venture with the LTL Group, while always being mindful of optimizing the business portfolio.

(2) Outline of the company to which the shares will be transferred (LAI)

- (i) Name PT Lautan Air Indonesia
- (ii) Description of business Water treatment
- (iii) Share capital 4,000 million Indonesian rupiah (approximately 36 million yen)

Note: One Indonesian rupiah is equal to 0.0090 yen (as of March 31, 2025).

(3) Date of share transfer

April 11, 2025

(4) Outline of the joint venture (LOW)

- (i) Name PT Lautan Organo Water
- (ii) Description of business Water treatment engineering
- (iii) Share capital 18,000 million Indonesian rupiah (approximately 162 million yen)

(5) Number of shares to be transferred, transfer price, gains or losses from the transfer, and status of shareholding before and after the transfer

- (i) Number of shares held before the transfer 9,180 (ownership ratio: 51.0%)
- (ii) Number of shares to be transferred 3,780
- (iii) Transfer price 16,234 million Indonesian rupiah (137 million yen)

- | | |
|--|--------------------------------|
| (iv) Gains or losses from the transfer | Being calculated |
| (v) Number of shares to be held after the transfer | 5,400 (ownership ratio: 30.0%) |

10. Other notes

(Business combination)

Absorption-type merger of a consolidated subsidiary

At a meeting of the Board of Directors held on October 25, 2023, the Company resolved to conduct an absorption-type merger (hereinafter, the “Merger”), with the Company as the company surviving the Merger and its consolidated subsidiary ORGANO ECO TECH CORPORATION as the company absorbed in the Merger, and entered into a merger agreement on the same date. The Merger was completed on April 1, 2024.

(1) Outline of the transaction

(i) Name of constituent companies and description of their business

(Company surviving the Merger)

Company name: **ORGANO CORPORATION**

Description of business: Manufacture, sale, and maintenance of water treatment facilities and systems; sale of water treatment chemicals and food processing agents

(Company absorbed in the Merger)

Company name: **ORGANO ECO TECH CORPORATION**

Description of business: Manufacture, sale, and maintenance of water treatment facilities and systems; sale of water treatment chemicals

(ii) Date of business combination

April 1, 2024

(iii) Legal form of business combination

Absorption-type merger, with the Company as the surviving company and ORGANO ECO TECH CORPORATION as the absorbed company

(iv) Name of company after combination

ORGANO CORPORATION

(v) Other matters concerning the outline of transaction

To strengthen the engineering structure as outlined in the medium-term management plan, concentrate management resources, and build an efficient delivery system, the Company decided to conduct the absorption-type merger with the consolidated subsidiary.

(2) Outline of the implemented accounting processes

The transaction was treated as a common control transaction in accordance with the “Accounting Standard for Business Combinations” (ASBJ Statement No. 21, January 16, 2019) and the “Implementation Guidance on Accounting Standard for Business Combinations and Accounting Standard for Business Divestitures” (ASBJ Guidance No. 10, January 16, 2019).

Figures are rounded down to the nearest unit.

Statement of Changes in Equity
(From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus		Retained earnings		Treasury shares	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Legal retained earnings	Other retained earnings		
Balance at beginning of period	8,225	7,508	0	832	61,673	(518)	77,722
Changes during period							
Dividends of surplus	—	—	—	—	(6,074)	—	(6,074)
Profit	—	—	—	—	20,698	—	20,698
Decrease in reserve for tax purpose reduction entry of non-current assets due to change in tax rate	—	—	—	—	—	—	—
Reversal of reserve for tax purpose reduction entry of non-current assets	—	—	—	—	—	—	—
Provision of reserve for promotion of open innovation	—	—	—	—	—	—	—
Purchase of treasury shares	—	—	—	—	—	(330)	(330)
Disposal of treasury shares	—	—	—	—	—	101	101
Net changes in items other than shareholders' equity	—	—	—	—	—	—	—
Total changes during period	—	—	—	—	14,623	(228)	14,394
Balance at end of period	8,225	7,508	0	832	76,297	(746)	92,116

(Millions of yen)

	Valuation and translation adjustments		Total net assets
	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of period	769	769	78,491
Changes during period			
Dividends of surplus	—	—	(6,074)
Profit	—	—	20,698
Decrease in reserve for tax purpose reduction entry of non-current assets due to change in tax rate	—	—	—
Reversal of reserve for tax purpose reduction entry of non-current assets	—	—	—
Provision of reserve for promotion of open innovation	—	—	—
Purchase of treasury shares	—	—	(330)
Disposal of treasury shares	—	—	101
Net changes in items other than shareholders' equity	(517)	(517)	(517)
Total changes during period	(517)	(517)	13,877
Balance at end of period	252	252	92,369

(Components of other retained earnings)

(Millions of yen)

	Reserve for dividends	Reserve for research and development	Reserve for tax purpose reduction entry of non-current assets	Reserve for promotion of open innovation	General reserve	Retained earnings brought forward	Total
Balance at beginning of period	140	90	492	—	40,065	20,885	61,673
Changes during period							
Dividends of surplus	—	—	—	—	—	(6,074)	(6,074)
Profit	—	—	—	—	—	20,698	20,698
Decrease in reserve for tax purpose reduction entry of non-current assets due to change in tax rate	—	—	(5)	—	—	5	—
Reversal of reserve for tax purpose reduction entry of non-current assets	—	—	(19)	—	—	19	—
Provision of reserve for promotion of open innovation	—	—	—	51	—	(51)	—
Purchase of treasury shares	—	—	—	—	—	—	—
Disposal of treasury shares	—	—	—	—	—	—	—
Net changes in items other than shareholders' equity	—	—	—	—	—	—	—
Total changes during period	—	—	(25)	51	—	14,596	14,623
Balance at end of period	140	90	467	51	40,065	35,482	76,297

Notes to Non-consolidated Financial Statements

1. Significant accounting policies

- (1) Valuation standards and methods for assets
 - (i) Securities
 - Shares of subsidiaries and associates
 - Stated at cost using the moving-average method
 - Other securities
 - Other than shares, etc. without market prices
 - Stated at fair value (Valuation differences are included in a separate component of net assets, and cost of sales is determined by the moving-average method.)
 - Shares, etc. without market prices
 - Stated at cost using the moving-average method
 - (ii) Derivatives
 - Stated at fair value
 - (iii) Inventories
 - Inventories held for sale in the ordinary course of business
 - Stated at cost (based on the method of writing down the book value in accordance with the declining in profitability).
 - Merchandise, finished goods and raw materials
 - Stated using the moving-average method
 - Work in process
 - Stated using the identified cost method
 - Supplies
 - Stated using the last purchase cost method
- (2) Depreciation and amortization of non-current assets
 - (i) Property, plant and equipment
 - Depreciated using the declining balance method.
 - Buildings (excluding facilities attached to buildings) acquired on or after April 1, 1998 and facilities attached to buildings and structures acquired on or after April 1, 2016 are depreciated using the straight-line method.
 - The estimated useful lives of major items are as follows.
 - Buildings and structures: 3 to 50 years
 - Machinery, equipment and vehicles: 4 to 17 years
 - Tools, furniture and fixtures: 2 to 20 years
 - (ii) Intangible assets
 - Depreciated using the straight-line method.
 - Software for internal use is amortized using the straight-line method over the internally expected useful life (five years).
- (3) Standards for recognition of allowances and provisions
 - (i) Allowance for doubtful accounts
 - To prepare for losses from bad debt, an estimated uncollectible amount is recorded at the amount estimated by using the historical rate of credit loss for ordinary receivables, and based on individual consideration of collectability for specific receivables such as highly doubtful receivables.
 - (ii) Provision for bonuses
 - To prepare for payment of employee bonuses, of the estimated future bonus payment, an amount to be borne during the fiscal year under review is recorded.

(iii) Provision for product warranties

To prepare for warranties etc. against defects in completed construction contracts, an amount is recorded based on the past two years' performance and giving consideration to the expected amount of future guarantees. For items that can be estimated individually, the estimated amount is recorded.

(iv) Provision for loss on construction contracts

To prepare for any losses on undelivered construction projects, the estimated amount of losses in or after the following fiscal years is recorded for some of the construction projects as of the end of the fiscal year under review, which are highly probable to incur losses and for which the amounts thereof can be reasonably estimated.

(v) Provision for share awards for directors (and other officers)

To prepare for the shares of the Company's shares, etc. to Directors and Executive Officers, pursuant to the Share Delivery Regulations, the Company recorded a provision for share awards for directors (and other officers) based on estimated share benefit obligations at the end of the fiscal year under review.

(vi) Provision for retirement benefits

To prepare for the payment of employees' retirement benefits, the Company recorded a provision for retirement benefits, which was recognized at the end of the fiscal year under review, based on estimated retirement benefit obligations and plan assets at the end of the fiscal year under review.

If the amount of plan assets exceeds the amount of the retirement benefit obligations adjusted by unrecognized actuarial gains and losses, it is recorded under prepaid pension costs.

Past service costs are recognized as expenses at the time they are incurred. Actuarial gains and losses are amortized in the year following the year in which the gains or losses are recognized by the straight-line method over a certain number of years (ten years) which are within the average remaining years of service of the eligible employees at the time of occurrence.

(4) Standards for recognition of revenues and expenses

(i) Revenue from contracts with customers

Details of main performance obligations in business relating to revenue from contracts with customers of the Company and the typical point in time (typical point in time revenue is recognized) at which such performance obligations are satisfied are as follows.

a. Water Treatment Engineering Business Unit

The water treatment engineering business unit provides various water treatment services that mainly include construction work of water treatment plant, renovation and reconditioning of existing facilities, maintenance, and operational support. In these transactions, judging that performance obligations are satisfied over a certain period of time, revenue is recognized based on the progress toward satisfying the performance obligations. The measurement of progress in construction contracts, including construction and renovation and reconditioning of facilities, is based on the ratio of construction costs incurred until the last day of each reporting period to the total estimated construction costs. This is due to the fact that construction work is believed to progress in proportion to the extent construction costs are incurred. Furthermore, the measurement of progress in water treatment service transactions in contracts with one-year or multi-year terms, including maintenance and operational support of facilities, is based on the time elapsed and the assessment of the results achieved. This is because consideration and service-rendering items for each period are defined in contracts in advance, and customer acceptance is conducted for each period. In addition, the Company is to recognize revenue using the cost recovery method in cases where it expects to recover costs incurred but is unable to reasonably estimate the extent of progress made toward satisfying performance obligations.

b. Performance Products Business Unit

The performance products business unit manufactures and sells mainly water treatment chemicals, standard equipment and functional materials, food ingredients and food processing agents. For such sales transactions, revenue is recognized at the time merchandise and finished goods are each delivered to customers. This is because, at such point, legal ownership and physical possession of merchandise and finished goods, as well as significant risks and economic values from owning finished goods are transferred to the customer, and therefore it can be judged that the right to receive payment of transaction consideration from the customer has been obtained. In their domestic sales, however, since the period from the time of shipment to the time of delivery is a normal period, the alternative treatment regarding materiality, etc. is applied, and revenue is recognized at the time of shipment of such merchandise and finished goods. Among sales transactions of merchandise, for items where it is judged the Company corresponds to an agent, the net amount, which is the amount receivable in exchange for merchandise provided by another party minus the amount payable to such other party, is recognized as revenue.

- (ii) Standard for recognition of revenue related to finance lease transactions
Revenue related to finance lease transactions follows a method of accounting net sales and cost of sales at the time of receiving lease fees.
- (5) Method of significant hedge accounting
 - (i) Method of hedge accounting
Principally, accounted for with deferred hedge accounting. The designated hedge accounting (the “Furiate-shori”) is applied to forward exchange contracts that satisfy requirements for such accounting, and the exceptional treatment (the “Tokurei-shori”) is applied to interest rate swaps that satisfy the requirements for such treatment.
 - (ii) Hedging instruments and hedged items
Hedging instruments: Forward exchange contracts and interest rate swaps
Hedged items: Foreign currency-denominated monetary claims, obligations, etc., and borrowings
 - (iii) Hedging policy
Foreign exchange rate fluctuation risk and market interest rate fluctuation risk are hedged within a certain range based on transaction management regulations that stipulate authorization relating to derivatives and other matters.
 - (iv) Method of assessing hedge effectiveness
The Company assesses hedge effectiveness by comparing cumulative cash flow or fair value fluctuations of hedged items with those of hedging instruments quarterly and based on those fluctuation amounts.
However, assessment of effectiveness is omitted for interest rate swaps which are accounted for applying the exceptional treatment.
- (6) Other significant matters for the basis of the preparation of non-consolidated financial statements
Accounting treatment of retirement benefits
The accounting treatment method for unrecognized actuarial gains or losses related to retirement benefits is different from the treatment for the item in the consolidated financial statements.

2. Notes to changes in accounting policies

The details are the same as those described in “2. Notes to changes in accounting policies” of Notes to Consolidated Financial Statements.

3. Notes to accounting estimates

Accounting estimates are reasonable amounts calculated based on information available at the time of preparation of the non-consolidated financial statements. Of the amounts recorded in the non-consolidated financial statements for the fiscal year under review that are based on accounting

estimates, the following items have the risk of having a material impact on the non-consolidated financial statements for the following fiscal year.

(Recording of revenue regarding transactions recognizing revenue over a certain period of time in the water treatment engineering business unit)

- (1) Amount recorded in the non-consolidated financial statements for the fiscal year under review

In the non-consolidated statement of income, the Company recorded ¥54,696 million of revenue on performance obligations satisfied over a certain period of time in the water treatment engineering business unit for the fiscal year under review. The amount includes various water treatment services contracts that mainly include maintenance and operational support and construction contracts using the cost recovery method, and the revenue excluding these is ¥29,892 million.

- (2) Information on the details of significant accounting estimates for identified items

The details are the same as those described in “(2) Information on the details of significant accounting estimates for identified items” in “3. Notes to accounting estimates” of Notes to Consolidated Financial Statements.

4. Notes to the non-consolidated balance sheet

(1) Accumulated depreciation for property, plant and equipment	¥24,064 million
(2) Contingent liabilities	
Joint and several guarantee obligation for building lease contract of HOSTEC	¥972 million
Joint and several suretyship for bank loans	
Organo (Suzhou) Water Treatment Co., Ltd.	¥2,453 million
Performance bonds	
Organo (Asia) Sdn. Bhd.	¥976 million
Organo (Suzhou) Water Treatment Co., Ltd.	¥3,650 million
Organo Technology Co., Ltd.	¥820 million
Organo (Vietnam) Co., Ltd.	¥162 million
Organo (Thailand) Co., Ltd.	¥2 million
(3) Monetary claims and obligations to subsidiaries and associates	
Short-term monetary claims	¥6,851 million
Short-term monetary obligations	¥3,319 million

5. Notes to the non-consolidated statement of income

Total transactions with subsidiaries and associates	
Operating transactions (income)	¥8,419 million
Operating transactions (payment)	¥14,491 million
Transactions other than operating transactions (income)	¥5,229 million
Transactions other than operating transactions (payment)	¥5 million

6. Notes to the non-consolidated statement of changes in equity

Number of treasury shares

Class of shares	Number of shares at beginning of period (Thousands of shares)	Increase in number of shares during the period (Thousands of shares)	Decrease in number of shares during the period (Thousands of shares)	Number of shares at end of period (Thousands of shares)
Common shares	415	36	58	393

- Notes:
1. The increase of 36 thousand shares in the number of treasury shares reflects the acquisition of 35 thousand shares by the Officer Share Delivery Trust and the increase of 0 thousand shares due to the purchase of shares less than one unit.
 2. The decrease of 58 thousand shares in the number of treasury shares reflects the decrease of 58 thousand shares due to the delivery of the Company's share held by the Officer Share Delivery Trust.
 3. The number of treasury shares at the end of the fiscal year under review includes 54 thousand shares of the Company held by the Officer Share Delivery Trust.

7. Note to tax-effect accounting

Breakdown of deferred tax assets and liabilities by main cause

	(Millions of yen)
Deferred tax assets	
Provision for bonuses	490
Enterprise tax payable	192
Provision for retirement benefits	1,714
Provision for product warranties	398
Provision for loss on construction contracts	3
Provision for share awards for directors (and other officers)	32
Testing and research facilities	138
Allowance for doubtful accounts	51
Loss on valuation of right to use facilities	61
Loss on valuation of shares of subsidiaries and associates	167
Other	269
Subtotal deferred tax assets	3,520
Valuation allowance	(311)
Total deferred tax assets	3,209
Deferred tax liabilities	
Valuation difference on available-for-sale securities	(116)
Prepaid pension costs	(313)
Reserve for tax purpose reduction entry of non-current assets	(214)
Reserve for promotion of open innovation	(23)
Total deferred tax liabilities	(667)
Net deferred tax assets	2,541

Note: Restatement of the amounts of deferred tax assets and deferred tax liabilities due to change in income tax rate

The “Act Partially Amending the Income Tax Act, etc.” (Act No. 13 of 2025) was enacted by the Diet on March 31, 2025, and the “Special Defense Corporation Tax” will be imposed from the fiscal years beginning on or after April 1, 2026.

In accordance with this change, the statutory effective tax rate was changed from 30.6% to 31.5% to calculate deferred tax assets and deferred tax liabilities related to temporary differences expected to be eliminated in the fiscal years beginning on or after April 1, 2026.

This change in tax rate do not have a material effect.

8. Note to transactions with related parties

Subsidiaries

Name of the company	Location	Share capital	Voting rights ownership ratio	Relationship with related parties	Details of transaction	Transaction amount (Millions of yen)	Item	Balance at end of period (Millions of yen)
ORGANO PLANT SERVICE CORPORATION	Bunkyo-ku, Tokyo	¥93 million	Direct ownership 100.0%	Installation of various types of water treatment systems and ordering of supervision services Dispatching of officers	Installation of various types of water treatment systems and ordering of supervision services	9,224	Accounts payable - trade	2,072
Organo (Suzhou) Water Treatment Co., Ltd.	Jiangsu, China	US\$5,000 thousand	Direct ownership 100.0%	Sales of various types of water treatment systems and related chemicals Dispatching of officers	Sales of various types of water treatment systems and related chemicals	1,338	Accounts receivable - trade	1,496
					Debt guarantees	6,103	-	-
					Loan of funds	1,490	Short-term loans receivable	1,490
Organo Technology Co., Ltd.	Hsinchu City, Taiwan, R.O.C.	NT\$30,000 thousand	Direct ownership 100.0%	Sales of various types of water treatment systems and related chemicals Dispatching of officers	Sales of various types of water treatment systems and related chemicals	4,844	Accounts receivable - trade	2,269
							Contract assets	3,615
					Debt guarantees	820	-	-

- Notes:
1. Conditions of transaction and policies for deciding conditions of transaction are determined by referencing general trading conditions in consideration of market prices, etc.
 2. Interest rates on loans of funds are reasonably determined taking interest rates on the market into account.
 3. The Company provides debt guarantees on their loans from financial institutions. The Company does not receive guarantee fees.

9. Notes to revenue recognition

Basic information to understand revenue from contracts with customers

The details are the same as those described in “(2) Basic information to understand revenue from contracts with customers” in “7. Notes to revenue recognition” of Notes to Consolidated Financial Statements.

10. Notes to per share information

Net assets per share ¥2,009.51

Basic earnings per share ¥450.28

- Notes:
1. When calculating net assets per share, common shares of the Company held by the Officer Share Delivery Trust have been included in treasury shares excluded from the total number of issued shares at the end of the period (54 thousand shares at the end of the fiscal year under review).
 2. When calculating basic earnings per share, common shares of the Company held by the Officer Share Delivery Trust have been included in treasury shares excluded from the calculation of the average number of shares during the period (53 thousand shares in the fiscal year under review).

11. Significant subsequent events

Notes are omitted since the same information is presented in “9. Significant subsequent events” in the Notes to Consolidated Financial Statements.

12. Other notes

(Business combination)

Absorption-type merger of a consolidated subsidiary

At a meeting of the Board of Directors held on October 25, 2023, the Company resolved to conduct an absorption-type merger (hereinafter, the “Merger”), with the Company as the company surviving the Merger and its consolidated subsidiary ORGANO ECO TECH CORPORATION as the company absorbed in the Merger, and entered into a merger agreement on the same date. The Merger was completed on April 1, 2024.

Details are omitted since the same information is presented in “10. Other notes” in the Notes to Consolidated Financial Statements. In line with the said merger, gain on extinguishment of tie-in shares of ¥1,433 million is recorded in the non-consolidated financial statements for the fiscal year under review.

Figures are rounded down to the nearest unit.