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FY26 1H Earnings Presentation

Kadoya Sesame Mills Incorporated
TSE Code: 2612

November 10, 2026

Today’s Agenda

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1

FY26 1H Earnings Summary / Full-Year Forecast

Mikio Sato

Managing Executive Officer

2

Mid-Term Plan Progress

Junichi Kitagawa
President & CEO

3

Update on the Takeover Proposal

Junichi Kitagawa
President & CEO

Today’s Agenda

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1 **FY26 1H Earnings Summary / Full-Year Forecast**

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FY26 1H Earnings Summary

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1H revenue and profit rose YoY: Revenue +0.7%, Operating Profit +6.0%, Ordinary Profit +6.8%

- **Overseas Sesame Oil:** sales were generally on track, considering the surge in orders ahead of U.S. tariff increases in the prior-year period
- **Domestic Sesame Oil:** value proposition of Pure Sesame Oil gained traction with consumers
- **Food Sesame:** Price competition intensified as the market contracted, and operating profit fell 15.1% YoY

(JPY billion)			Revenue		Operating Profit*		OP Margin		Sales Volume (tons)	
			Actual	YoY Change	Actual	YoY Change	Actual	YoY Change	Actual	YoY Change
Sesame Oil	Overseas		4.4	-3.7%	1.5	–	34.2%	–	3,361	-8.9%
	Domestic	Household	6.0	+3.2%	0.5	–	8.2%	–	5,110	+5.9%
		Commercial	5.4	+0.1%	0.6	–	10.2%	–	6,470	+1.1%
Defatted Sesame, D2C & Others			0.6	-1.0%	-0.1	–	-16.9%	–	12,584	-5.1%
Subtotal			**16.3**	**+0.1%**	**2.4**	**+8.1%**	**14.9%**	**+1.1pt**	**27,525**	**-2.3%**
Food Sesame			4.5	+3.2%	0.2	-15.1%	3.8%	-0.8pt	6,143	+1.7%
Total			**20.8**	**+0.7%**	**2.6**	**+6.0%**	**12.5%**	**+0.6pt**	**33,668**	**-1.6%**
				Ordinary Profit	2.7	+6.8%				
				Net Income	1.9	+12.4%				

- Dashes indicate that YoY changes in operating profit and operating profit margin are unavailable because prior-year operating profit was not disclosed at this level of detail.
- Subtotal = Sesame Oil (Overseas + Domestic) + Defatted Sesame, D2C & Others (current segments).
- Monetary amounts are rounded independently to the nearest JPY 0.1 billion. Totals and YoY changes may therefore differ from calculations based on the figures shown.

FY26 Full-Year Forecast

- **Our full-year forecast remains unchanged**
- **In the second half, we will proceed with the SG&A spending planned to support our Mid-Term Plan**
- **This includes marketing to raise awareness of ISOLETTA, IT spending related to the rollout of our new ERP system, and R&D to add value to defatted sesame**

	(JPY billion)	FY25 FY Actual	FY26 FY Forecast	FY26 YoY	
Consolidated	Revenue	40.0	**41.0**	+1.0	+2.4%
	SG&A	7.5	**9.7**	**+2.2**	**+29.4%**
	Operating Profit	3.8	**2.9**	-0.9	-24.0%
	OP Margin	9.5%	**7.1%**	–	-2.4pt
	Ordinary Profit	4.1	**3.0**	-1.1	-26.1%
	Ordinary Profit Margin	10.1%	**7.3%**	–	-2.8pt
	Net Income	2.7	**2.1**	-0.7	-24.7%
	Net Income Margin	6.8%	**5.0%**	–	-1.8pt

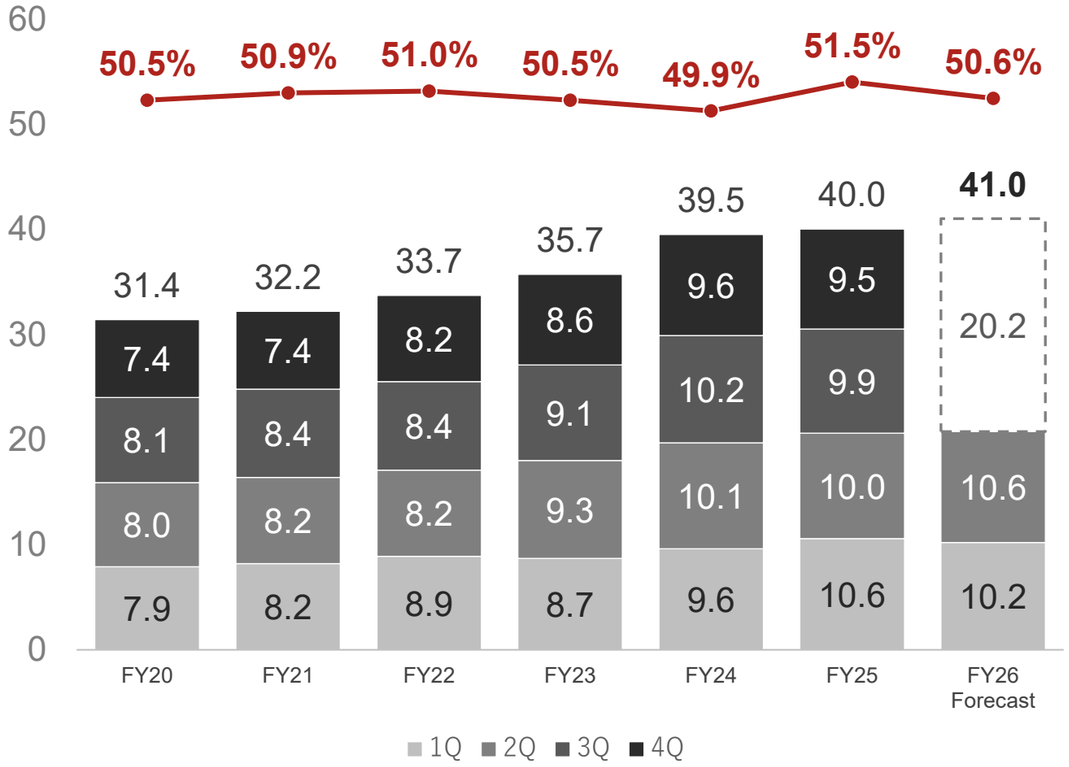
Monetary amounts are rounded independently to the nearest JPY 0.1 billion. Totals and YoY changes may therefore differ from calculations based on the figures shown.

(Ref.) Quarterly Revenue and Operating Profit

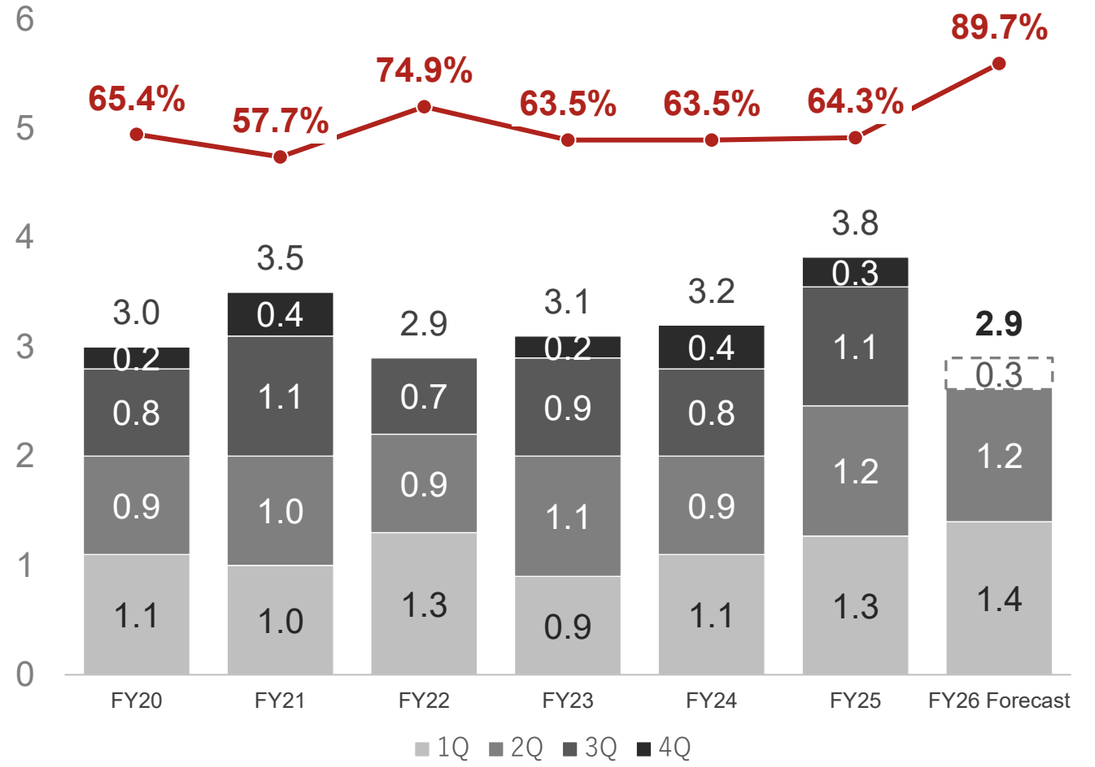
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Implied second-half forecast　First-half results as a % of the full year

Revenue (JPY billion)



Operating Profit (JPY billion)



The line shows first-half results as a percentage of full-year actuals for FY20–FY25 and of the full-year forecast for FY26.

Today’s Agenda

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Mikio Sato
Managing Executive Officer

2 **Mid-Term Plan Progress**

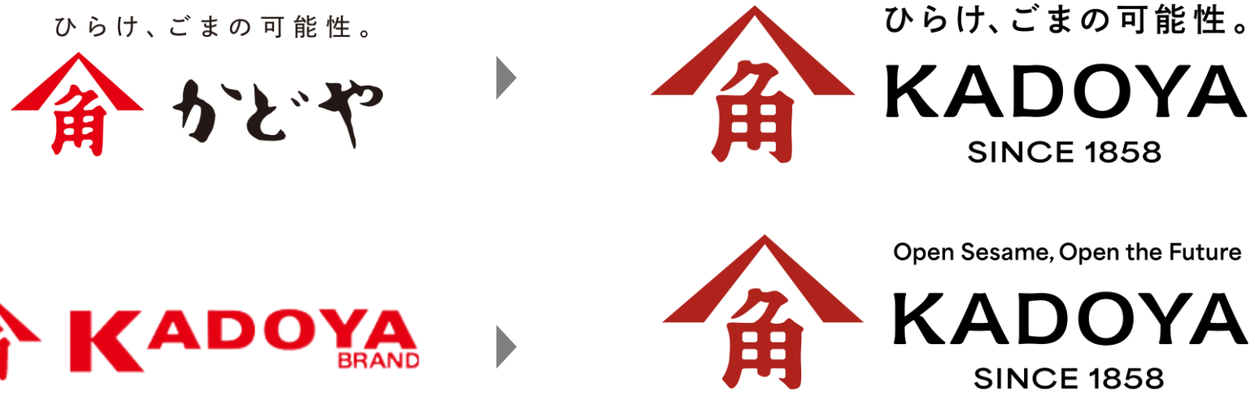
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unichi Kitagawa
President & CEO

3 Update on the Takeover Proposal

Junichi Kitagawa
President & CEO

Corporate Brand Renewal

- On November 5, we unveiled our new corporate visual identity, based on the PVV adopted in April 2025
- The new design links our 168-year heritage with the spirit of innovation that led us to create the household sesame oil market through our long-selling Pure Sesame Oil
- The new design reflects our determination to shape the future of sesame worldwide



Purpose (Reason for Being)
We unlock the full potential of sesame to make a positive difference around the world.

Vision (The Future We Aspire to)
We address societal challenges through sesame, enabling our people and our company to grow sustainably together.

Values (What We Cherish)
1. We lead the way in sesame.
2. We put customers first. Always.
3. We act with integrity, fairness, and honesty.
4. We respect diverse perspectives, cultures, and communities.
5. We take on challenges and continuously create change.

Watch the corporate film (1 min 30 sec)

Building a Foundation for Ongoing New Product Development

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- This year, we have introduced a range of new products, including collaborations with Fundokin Shoyu and Nissin Foods
- These efforts have underscored the need for closer coordination between product development and manufacturing so we can move quickly from small-batch trials to full-scale production
- To support regular, timely launches, we are conducting an integrated review of the roles of our Shodoshima, Sodegaura and Neyagawa sites, our R&D capabilities and our approach to capital investment in Japan and overseas. This includes how we organize production in our low-margin Food Sesame business

Pure Sesame Oil Single-serve Packets	Sesame Oil & Sweet Soy Sauce	Secret-Recipe Sesame Oil Condiment	ISOLETTA	Pure Golden Sesame Oil
Launched in April	Launched in April	Limited-edition sets available in August	Launched in September	Limited to 100 bottles. Applications opened in November









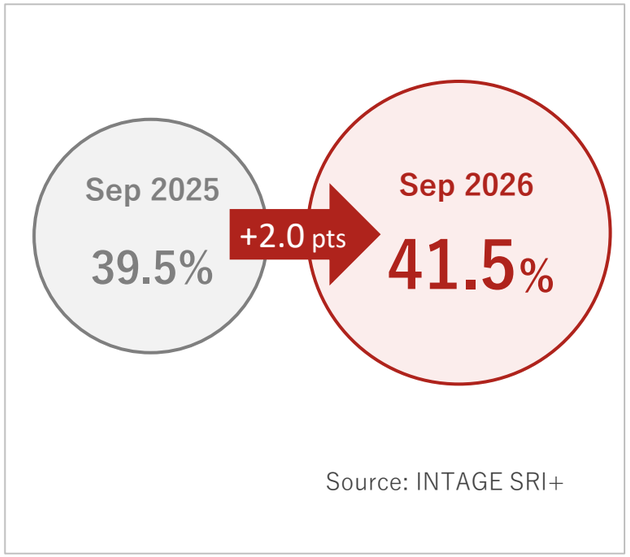


Communicating the Value of “Pure Sesame Oil” to Customers

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- In the first half, we continued communicate the difference between Kadoya Pure Sesame Oil and blended oil containing 60% sesame oil and 40% rapeseed oil. Our share of Japan’s household sesame oil market rose by 2.0 percentage points YoY
- A major convenience store chain has agreed to carry our single-serve packs starting in November. We will use the back of the package to explain how our oil differs from blended oils.
- We will also continue using online videos to enhance consumer demand by drizzling sesame oil before eating

Household Market Share（Sales Value）



Pure Sesame Oil Single-serve Packets（Enlarged View of Package Back）



“Pure Sesame Oil” Short Video



Creating a New Market with ISOLETTA

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- In September, we launched ISOLETTA to bring sesame oil to a wider range of dishes beyond Chinese and Korean cuisine. Like olive oil, it can be drizzled over salads, bread, pasta and carpaccio
- We see an opportunity to expand the use of sesame oil in Western-style cooking, particularly as a dressing or finishing oil.
- Our sales target for ISOLETTA is approximately JPY 5 billion within a few years, equivalent to roughly 10% of the value of Japan's household olive oil market

Growing interest in "Oil First"*

Coverage expands from expert commentary to books, health magazines, social media and reporting on research

Mar 2025	Jun 2025	Jul 2025	Summer 2025 onward
Experts introduce the approach	Book on the theory and its practical use published	Health magazine feature	Discussion spreads online and among experts

We aim to build on this interest by showing consumers new ways to use ISOLETTA.

"Oil First" refers to adding about a spoonful of oil to food at the start of a meal. Proponents suggest that this may slow digestion, help people feel full for longer and moderate the rise in blood glucose after meals.

ISOLETTA: sesame oil that can be used like olive oil



ISOLETTA Expands Nationwide as Focus Shifts to Repeat Purchases

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- **Retail buyers responded positively to ISOLETTA. By the end of October 2026, about 9,000 stores across Japan carried it**
- **We will build on this rollout with advertising and tasting events to encourage consumers to try & purchase ISOLETTA**

Ranked No. 1 New Product by Retail Buyers

ISOLETTA was ranked No. 1 among new products in the shelf-stable processed foods category at Kato Sangyo's trade show.



Advertising at Major Train Stations / Bus Stops

Transit, TV, and online advertising aim to build awareness of ISOLETTA and accelerate consumer adoption.







Giving Consumers a Taste of ISOLETTA

We served approximately the same number of portions as at our March 2026 food truck event for Pure Sesame Oil.







Events were held in Tokyo on October 23–24 and in Osaka on November 6–7.
The Nagoya event is scheduled for November 27–28.

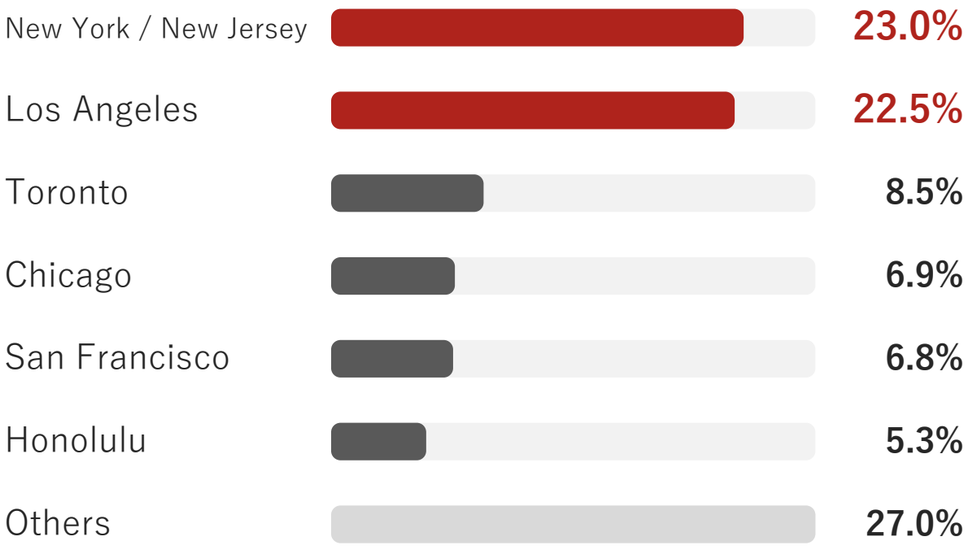
Laying the Groundwork for Growth in North America

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- We established Kadoya America Inc. in December 2025 and have since assigned two employees to our U.S. subsidiary
- Building on our existing sales network, we have begun assessing how our products are received across sales channels and regions in North America's mainstream market. We are also examining how acceptance varies by product

Our North American Sales Network

Share of Kadoya's North American Sales Volume by Market (FY2025)



Nationwide U.S. sales base

Expanding into North America's Mainstream Market

We have begun assessing interest in ISOLETTA in North America's premium edible oils market.

The U.S. household olive oil market is about eight times the size of Japan's.

U.S. household market		Japan household market
JPY 390 billion	~8x	JPY 48.6 billion
2025 estimate (approx.)*1		2024 estimate*2

Total U.S. Olive Oil Market Growth

2020–2025 CAGR (by value)

~12% *3



*1 Kadoya estimate based on data from Mordor Intelligence, "US Olive Oil Market Size & Share Analysis" (2026)
*2 Source: The Japan Food News, December 2, 2024
*3 Source: Ken Research, "US Olive Oil Market" (2026)

Adding Value to Defatted Sesame

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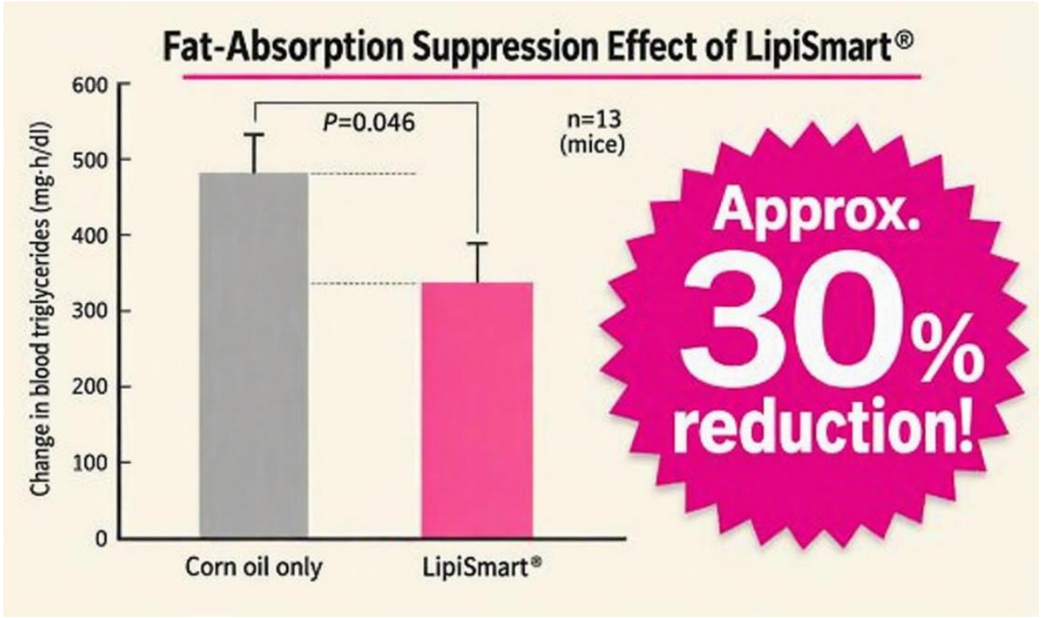
- **In Nov. 2026, we agreed to acquire Pharma Foods' intellectual property on "LipiSmart®," a sesame-derived ingredient. Using these assets, we aim to add value to defatted sesame and open new food ingredient and food markets**

What is LipiSmart®?

Co-developed by Mitsui DM Sugar Co., Ltd. and Pharma Foods: specially processed to retain sesame's benefits and suppress fat absorption.



Source: Pharma Foods International Co., Ltd. Website, translated in English by Kadoya



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Shareholder and Group Structure

Mitsubishi Corporation, Mitsui & Co. and the founding family shareholders together hold approximately 66% of Kadoya's shares

*Ozawa & Co. 11.5% / Ozawa Shoji 4.7% / K. Ozawa 0.3%

Mitsubishi Corp.	Mitsui & Co.	Founding Family Shareholders (combined)*	Other shareholders
approx. 27%	approx. 22%	approx. 17%	approx. 34%
Largest shareholder	2nd largest shareholder	3rd largest shareholder	Includes institutional and individual investors

Combined share: approx. 66% — **The prospects for the transaction depend on these major shareholders' shareholding policy**

Kadoya Sesame Mills Incorporated

Katagi Foods Co., Ltd.	Kadoya America Inc.
Wholly owned subsidiary	Wholly owned subsidiary

How the Deal Process Began

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We did not initiate to go private; the process began with Company A's proposal

1 Before Sep 2025

We remained listed and pursued our medium- to long-term growth strategy under the existing ownership structure.

In this document, this option is referred to as "Standalone."

2 Sep 2025

Company A informed Mitsubishi Corporation and Mitsui & Co. of its interest in acquiring Kadoya.

Both shareholders stated that, in light of Company A's proposal and the Company's policy, they would consider either maintaining the status quo or selling their shares.

3 Nov 19, 2025

We received a non-binding offer (NBO) from Company A to acquire Kadoya.

Company A later told the founding family shareholders it was interested in acquiring Kadoya (see next page).

4 Dec 15, 2025

We formed a Special Committee of three independent outside directors.

- We began assessing whether the proposal would enhance corporate value and serve the common interests of shareholders.
- We appointed an external legal adviser on November 26 and an external financial adviser on December 15.

In line with METI's Guidelines for Corporate Takeovers, we began comparing Company A's proposal with the Standalone option.

*NBO: Non-Binding Offer

*METI "Guidelines for Corporate Takeovers": guidelines stating, among other things, that the board of directors should sincerely consider bona fide acquisition proposals so as to contribute to enhancing corporate value and securing the common interests of shareholders.

Background to the Proposal by Integral and the Founding Family Shareholders*

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*Based on information disclosed by Integral and the Founding Family Shareholders and on explanations received by the Company's Special Committee

The proposal offered Kadoya a way to grow independently without becoming a division of another operating company.

Around May 2024

1

Preparing for a possible share sale by another shareholder

Mitsubishi Corporation's sale of shares in another listed company prompted the Founding Family Shareholders to consider whether corporate shareholders might also sell their Kadoya shares.
The family wanted to preserve Kadoya's heritage and independence.

Sep–Nov 2024

2

Comparison of several PE funds*

The family sought a partner that could help Kadoya grow while preserving its independence.
After comparing several funds, the family began talks with Integral, in part because it respects the strategy and management policies of Kadoya.

Nov 2024

3

Detailed assessment deferred

The family was interested in taking Kadoya private. Since Mitsubishi Corporation's and Mitsui & Co.'s plans for their stakes remained unclear, talks with Integral were put on hold before a detailed process began.

Dec 23, 2025

4

Joint proposal following Company A's approach

On Dec 18, 2025, the Founding Family Shareholders received a proposal from Company A to acquire the Company's shares. They informed Company A that they had no intention of selling their Company shares.
On December 23, the Founding Family Shareholders and Integral jointly proposed taking Kadoya private to preserve its independence.

*A private equity (PE) fund raises capital from investors, invests in companies and supports their management teams.

How Companies B and C Came to Submit Proposals

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On May 22, 2026, the Company and the Special Committee met with Mitsubishi Corporation and Mitsui & Co. Both shareholders called for a broader choice of potential buyers and recommended considering additional candidates.

Company B | Meeting requested by Mitsui & Co.

Step	Details
5/20	Following discussions with Company B, Mitsui & Co. informed us of Company B's interest in acquiring shares in Kadoya and asked us to meet with Company B.
5/27	Kadoya met with Company B and received its non-binding offer (NBO) that day. At that stage, Kadoya and the Special Committee did not consider the offer superior to the other proposals.
Thereafter	Company B re-submitted an NBO at a higher price. We gave Company B the opportunity to conduct due diligence (DD*) and interview Kadoya's management.
9/7	Kadoya received Company B's binding offer (BO) and formally compared it with the joint offer from Integral and the Founding Family Shareholders.
9/14	After considering price and other factors, the Company and the Special Committee judged the proposal from Integral and the Founding Family Shareholders to be superior.

Company C | Market check* by Mitsubishi Corp.

Step	Details
Initial outreach	Mitsubishi Corporation approached two operating companies and five financial companies about their interest in acquiring its stake.
Proposals received	Mitsubishi Corporation received non-binding offers from two parties, including Company C.
7/8	Mitsubishi Corporation received Company C's NBO for all of Kadoya's shares. The offer included an indicative price.
7/10	Mitsubishi Corporation shared a summary of the offer with Kadoya and the Special Committee. It asked Kadoya to allow Company C to join the review and conduct due diligence.
8/17	Kadoya received an NBO directly from Company C to take Kadoya private. It then gave Company C the opportunity to conduct due diligence and interview management.

*DD: due diligence (business, financial, legal and other investigations)
*Market check: A market check gives other potential buyers an opportunity to submit competing offers.

Why the Board Supported the Tender Offer and Recommended That Shareholders Tender Their Shares

Joint proposal from Integral and the Founding Family Shareholders · September 14, 2026

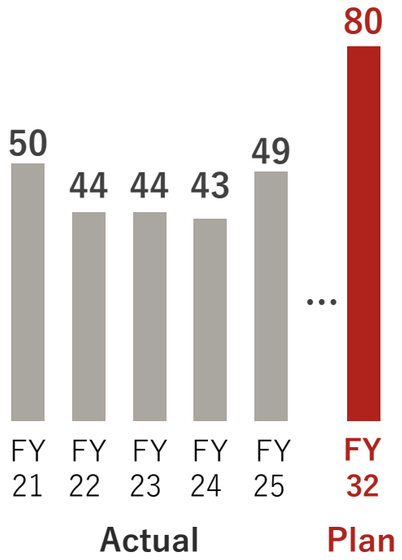
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The Board compared the standalone plan, Company B's offer and the joint offer from Integral and the Founding Family Shareholders. By September 14, neither Company A nor Company C had submitted a binding offer. The Board also considered the joint offer's deadline that day. It judged the joint offer superior to both companies' non-binding offers, including on price. Kadoya made clear that it would give serious consideration if any binding offer either company would be later submitted.

Standalone Share Value

Standalone Business Plan

EBITDA (100 million yen)



Value per Share Based on Standalone Business Plan

Estimated standalone value per share (DCF)
¥2,203–¥3,970

The DCF range reflects projected cash flows under the assumptions of the standalone plan. It does not indicate a price at which shareholders can sell or an actual opportunity to sell.

Given the time and risks involved in executing the standalone plan, the Board judged that support from Integral and the Founding Family Shareholders offered a faster, more certain way to realize that value.

Overall Judgment as of Sep 14

- **If the joint offer expired and no better offer followed, shareholders could lose the opportunity to sell their shares.**
- **The price in Company B's September 7 final offer was no higher than the price in the August 27 joint offer.**
- **The comparison also covered factors other than price: status of discussions and agreements with major shareholders, financing, certainty of closing, measures to enhance corporate value, financial burden, etc.**
- **On September 14, the Board judged the joint offer the best of the three options for enhancing corporate value and serving the common interests of shareholders.**

*BO: Binding Offer (a legally binding proposal)

*Value per share calculated by the third-party valuation firm: market price method (different reference dates/periods) (1) 1,672–1,793 yen, (2) 1,713–2,384 yen / comparable listed company method 1,378–1,711 yen / DCF method 2,203–3,970 yen. To show the future plan based on the Standalone business plan, this slide cites the DCF result in the main text.

Developments Since the Tender Offer Began

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Company A: Notified the Company that it has no plans to submit a BO (11/4)
Company B: Sent a revised proposal that does not qualify as a "Qualified Counter Proposal" (11/2)
Company C: Submitted a BO to the Company (10/27)
Integral and the Founding Family Shareholders submitted a revised proposal to raise the tender offer price (11/6)

10/27	10/28	11/2	11/4	11/6
BO received from Company C	**Under the Tender Offer Agreement, we asked the Tender Offeror to discuss revising the tender offer price.**	**Revised proposal received from Company B**	**Company A informed us that it had no plans to submit a binding offer.**	**We received a revised proposal from Integral and Mr. Ozawa to raise the tender offer price (see next page).**
Kadoya determined that Company C's binding offer met the requirements for a "Qualified Counter Proposal," including those on price, financing and feasibility.	The offeror exercised its matching right.* On Oct. 29, it extended the tender offer deadline from Oct. 30 to Nov. 13.	Company B's revised proposal did not meet the requirements for a "Qualified Counter Proposal."	Company A notified the Company that it does not plan to submit a legally binding proposal (BO)	Integral and the Founding Family Shareholders proposed a price above Company C's. Kadoya therefore maintained its support for the tender offer.

Evaluation of Company B's revised proposal

① Company B's revised proposal did not qualify under the Tender Offer Agreement because Company B had already submitted a written binding offer before the agreement was signed.
② The Company and the Special Committee considered the higher proposed price, the post-acquisition financial burden, the impact on necessary growth investment, the specifics and feasibility of the proposed synergies, and the potential effects on Kadoya's brand and management autonomy. They did not conclude that the revised proposal would enhance Kadoya's corporate value over the medium to long term.

*Matching right: a right provided in the Tender Offer Agreement. If the target company receives a Qualified Counter Proposal, the existing tender offeror may change its terms to terms equal to or better than that proposal before the target company accepts it.

Proposed Tender Offer Prices Based on Shareholder Consent

As of November 9, 2026 · Yen per share

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In the revised binding offer he submitted jointly with Integral on November 6, Mr. Ozawa said *the founding family would not sign a non-tender agreement with any other bidder that proceeded with the transaction*. In light of Mr. Ozawa's statement, Kadoya and the Special Committee could not reasonably assume that the founding family's corporate shareholders would participate in Kadoya's share repurchase under Company C's proposal. They therefore excluded scenarios ⑥ and ⑧ from the price comparison.

<Integral & Founding Family Shareholders vs. Company C>
At the highest prices considered feasible, the joint offer was ¥37 per share higher than Company C's (④ ¥2,944 vs. ⑦ ¥2,907).
Based on agreements in place as of Nov. 9, the joint offer was ¥1 per share higher than Company C's (① ¥2,655 vs. ⑤ ¥2,654).

Shareholder groups assumed to participate in the share repurchase*1	Integral & Founding Family Shareholders	Company C	Company B [For reference]*2
None of the three consent	-	⑤2,654	-
Founding Family only	①2,655	-	-
Mitsui and Founding Family only	②2,777	-	-
Mitsubishi and Founding Family only	③2,806	⑥2,872	2,914
Mitsubishi and Mitsui only	-	⑦2,907	2,950
All three groups	④2,944	⑧3,000	3,044

*1 Mitsubishi Corporation, Mitsui & Co. and the Founding Family Shareholders (Ozawa & Company Limited / Ozawa Shoji Co., Ltd.) are taxed on capital gains if they tender in the TOB. If they instead do not tender and accept the Company's repurchase of its own shares, part of the sale proceeds is treated as a "deemed dividend," which gives a tax benefit.
The resulting tax benefit is reflected in the proposed tender offer price available to shareholders who tender their shares.
*2 Company B is for reference only: its proposal does not meet the Qualified Counter Proposal conditions. The Company and the Special Committee did not conclude that Company B's revised proposal would enhance Kadoya's corporate value over the medium to long term.

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APPENDIX
(Reprint of the FY25 Earnings Call Materials, May 26, 2026)

かどや製油株式会社

Kadoya Sesame Mills Inc.
2026/3 (FY25) Earnings Call

2026/5/26
TSECode: 2612



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Maximizing the value of sesame to contribute to the world from Shodoshima.

Key Messages — This Year (FY26): A Year to Sow for Our Mid-Term Plan

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FY25(26/3) Results

- Domestic: Price optimization and market share increases; Overseas: Continued volume growth in N. America
- Revenue: 40.0 billion yen (up YoY); Operating Profit: 3.8 billion yen (up YoY)
- Food sesame business: Identified key bottlenecks to unlock the next phase of growth.

FY26(27/3) Forecast

- Positioned FY26 as ”A Year to Sow” — sowing the seeds for the mid-term plan (ending FY28) through upfront investments in business/market&development & infrastructure.
- DOE dividend policy ensures stable shareholder returns despite a temporary decline in profit

FY28 (ending FY28) Key Initiatives

(1) Expand existing business by cultivating demand for ”finishing oil”

(2) Create new demand with ”sesame oil for Western cuisine”

(3) Enhance product value by utilizing by-products (such as defatted sesame)

＋ Management Infrastructure

Today’s Agenda



1 FY25 Earnings Summary / FY26 Forecast

Senior Managing Executive Officer, Head of Corporate Div. — Mikio Sato



2 Mid-Term Plan Progress & Key Initiatives

President & CEO — Junichi Kitagawa

Today’s Agenda

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1 FY25 Earnings Summary / FY26 Forecast

Senior Managing Executive Officer, Head of Corporate Div. — Mikio Sato

2 Mid-Term Plan Progress & Key Initiatives

President & CEO — Junichi Kitagawa

FY25 Earnings Summary

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- Revenue exceeded 40.0 billion yen for the first time. Operating Profit +20% YoY to 3.8 billion yen, achieving growth in both revenue and profit
  - Overseas Sesame oil: sales volume increased 2% YoY, while operating profit declined 5% due to costs incurred in responding to changes in US tariff policy
  - Domestic Sesame Oil: Commercial-use profit increased due to solid sales and price optimization, while Household profit declined due to increased marketing costs
  - Food Sesame: Operating profit declined approx. 22% due to intensifying price competition

(Unit: Billion yen)			Revenue		Operating Profit		Operating profit Margin		Sales Volume (tons)	
			Actual	YoY Change	Actual	YoY Change	Actual	YoY Change	Actual	YoY Change
Sesame Oil	Overseas		8.75	+0.3%	2.63	-5.3%	30.1%	-1.8pt	7,056	+1.9%
	Domestic	Household	10.96	+1.1%	0.30	-23.4%	2.7%	-0.9pt	9,303	+5.4%
		Commercial	10.60	+3.4%	0.67	+60.3%	6.4%	+1.7pt	12,723	+2.1%
Food Sesame			8.61	+4.2%	0.18	-21.7%	2.1%	-0.7pt	11,922	+2.4%
Defatted Sesame			1.11	-18.9%	0.02	-	1.8%	-	25,598	+3.0%
Total			40.03	+1.4%	3.82	+20.5%	9.5%	+1.5pt	66,601	+2.9%
					Ordinary Profit	4.06	+19.6%			
					Net Income	2.72	+15.5%			

% figures represent YoY change

FY26 Earnings Forecast

- FY26: Accelerating strategic investment toward the mid-term plan (ending FY28), driven by finishing oil-led demand creation, new products, by-product value enhancement, and infrastructure upgrades;
- SG&A to increase by 2.2 billion yen YoY, with operating profit temporarily declining to 2.9 billion yen.

(Unit: Billion yen)

		FY25	FY26		
		Full-Year Actual	Full-Year Forecast	YoY	
Consolidated P/L	Revenue	40.03	**41.00**	+0.97	+2.4%
	SG&A	7.50	**9.70**	+2.20	+29.4%
	Operating Profit	3.82	**2.90**	-0.92	-24.0%
	Operating Profit Margin	9.5%	**7.1%**	—	-2.4pt
	Ordinary Profit	4.06	**3.00**	-1.06	-26.1%
	Ordinary Profit Margin	10.1%	**7.3%**	—	-2.8pt
	Net Income	2.72	**2.05**	-0.67	-24.7%
	Net Income Margin	6.8%	**5.0%**	—	-1.8pt

Impact of Middle East Situation

- Naphtha-based material cost items are rising amid heightened geopolitical risk in the Middle East
- Cost-increase impact for FY26 is currently estimated at approximately 200 million yen

Cost Increase Impact

- FY26 cost increase impact: approx. 200million yen (gas, packaging cost etc.)
- 1Q: Material price revisions have commenced
- 2Q onward: full-scale cost increases are expected

Impact on Stable Procurement

- Raw materials: No major impact at present
- Packaging: Supply risk for IBC* (liquid container) inner bags; currently mitigating risk by switching to 18L cans (see photo)

Short supply of IBC; currently mitigating procurement risk by switching to 18L cans



IBC: Intermediate Bulk Container, a liquid bulk container (also called as “Toughthena” in Japanese), typically used for transporting edible oils, consisting of a rigid outer frame and a flexible inner bag

(Ref.) FY26 Segment level Forecast

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(Unit: Billion yen/ton)

			Revenue		Operating Profit		Operating Profit Margin		Sales Volume	
			Forecast	YoY Change	Forecast	YoY Change	Forecast	YoY Change	Forecast	YoY Change
Sesame Oil	Overseas		8.98	+2.7%	2.33	-11.5%	25.9%	-4.2pt	7,348	+4.1%
	Domestic	Household	12.04	+9.8%	0.17	-42.3%	1.4%	-1.3pt	9,899	+6.4%
		Commercial	10.21	-3.6%	0.55	-18.8%	5.4%	-1.0pt	12,646	-0.6%
Food Sesame			8.67	+0.8%	-0.10	-	-1.2%	-3.3pt	12,139	+1.8%
Defatted Sesame			1.09	-1.7%	-0.05	-	-4.7%	-6.9pt	26,039	+1.7%
Total			41.00	+2.4%	2.90	-24.0%	7.1%	-2.4pt	64,127	-3.7%

% figures represent YoY change

Today's Agenda



1 FY25 Earnings Summary / FY26 Forecast

Senior Managing Executive Officer, Head of Corporate Div. — Mikio Sato



2 Mid-Term Plan Progress & Key Initiatives

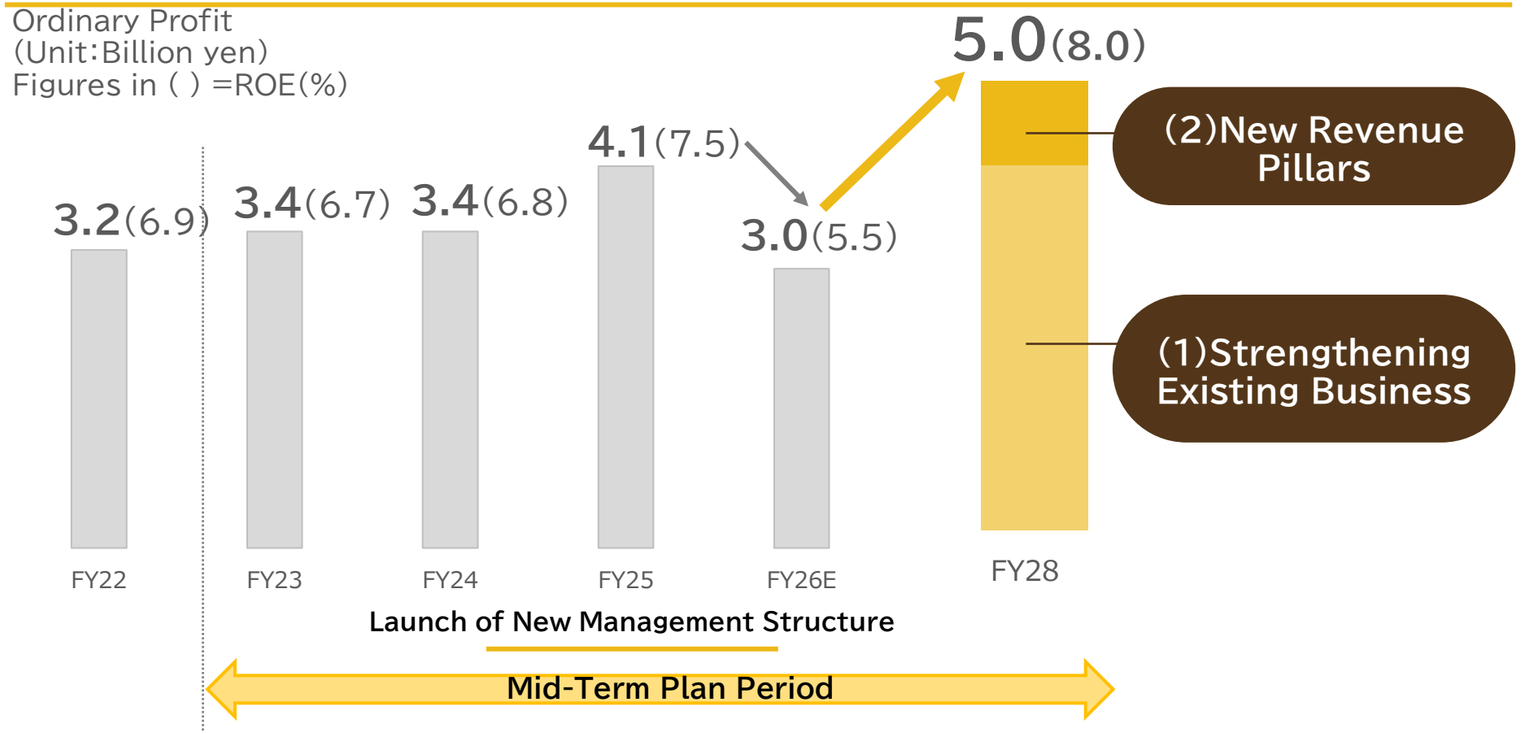
President & CEO — Junichi Kitagawa

Mid-Term Plan(FY23-28) Overview

(1) Strengthen existing biz, (2) Create new revenue pillars, (3) Fan-based mgmt* foundation,
FY28: OI 5.0 billion yen / ROE8% (*) Our cherished values, supported by fans,Growing supporters (fans) internally/externally to enhance corporate value

(3) Building a Foundation for Fan-Based Management Strategy

Mid/Long-termKPI: Number of restaurants featuring tabletop sesame oil/U.S. market share (by volume)/Sales ratio of new products/Revenue from by-products, etc.



Our Cherished Values

Purpose

We unlock the full potential of sesame to make a positive difference around the world.

Vision

We address societal challenges through sesame, enabling our people and our company to grow sustainably together.

Values

1. We lead the way in sesame.
2. We put customers first. Always.
3. We act with integrity, fairness, and honesty.
4. We respect diverse perspectives, cultures, and communities.
5. We take on challenges and continuously create change.



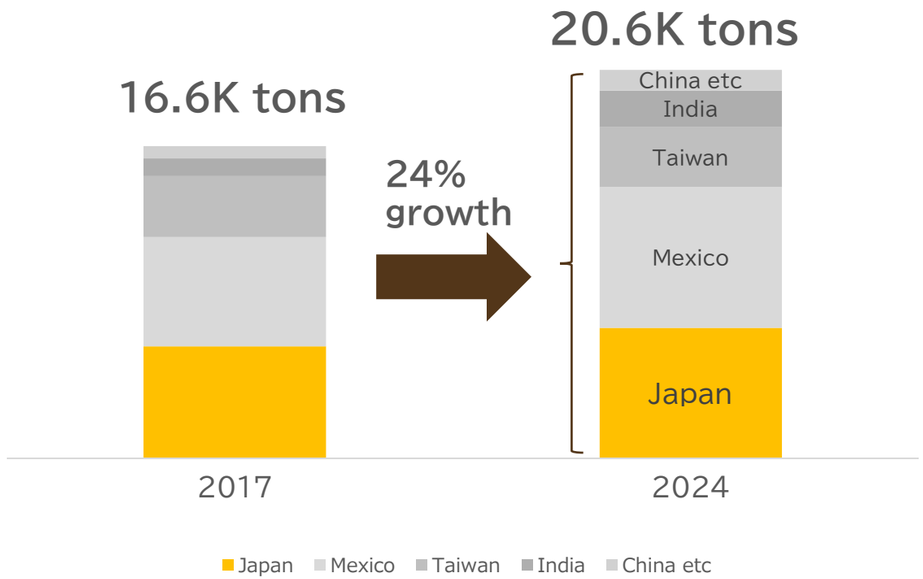
Just as soy sauce spread worldwide, by maximizing sesame's value, delivering taste & health globally, we create a future with "KADOYA sesame oil" on the tables worldwide.

1 Strengthening Existing Business

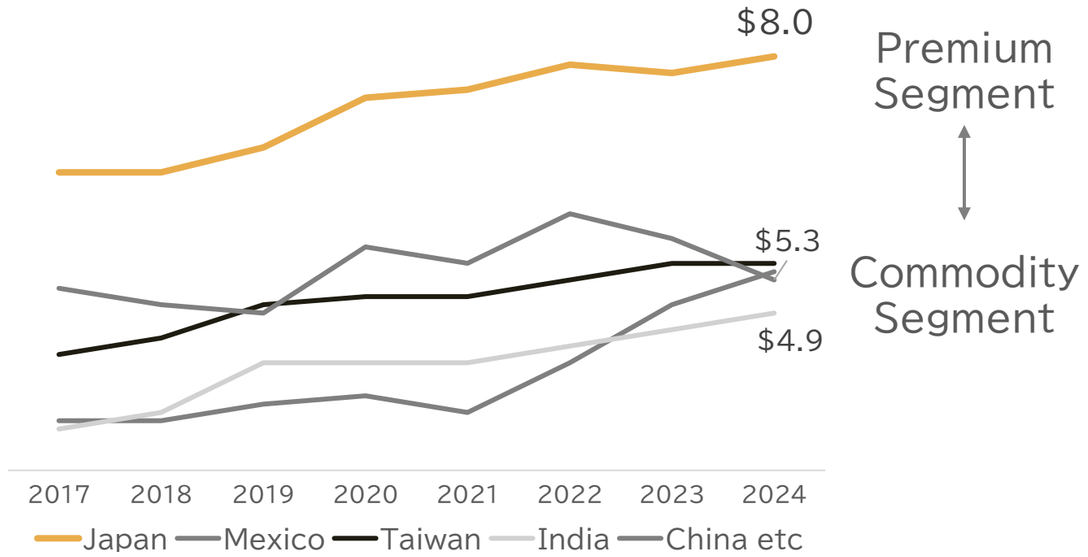
Overseas Sesame Oil / North America (US + Canada)

- North America — accounting for ~80–90% of our exports — is a structurally import-driven market with clear premium/commodity segmentation.
  Country Share: Mexico 36%/ Japan 34%/ Taiwan 15%/ India 9%/ China 5% (by volume)
  Import Price: Japan $8/kg/ Mexico $5/kg;
- Maintaining a stable ~70% share in the premium segment for Japanese-origin products, firmly positioning KADOYA as the leading premium brand.
- FY25: Despite a widening price gap with tariff-free Mexican products following the 15% tariff on Japanese-origin imports, strong brand loyalty among Asian-American consumers supported continued YoY volume growth.
- FY26: Leveraging the recently established wholly owned subsidiary, KADOYA AMERICA Inc., to further deepen fan engagement and strengthen market presence.

US Sesame Oil Market Size Trend



Sesame Oil Price Trend(dollar/kg)



Source: World Integrated Trade Solution(WITS)

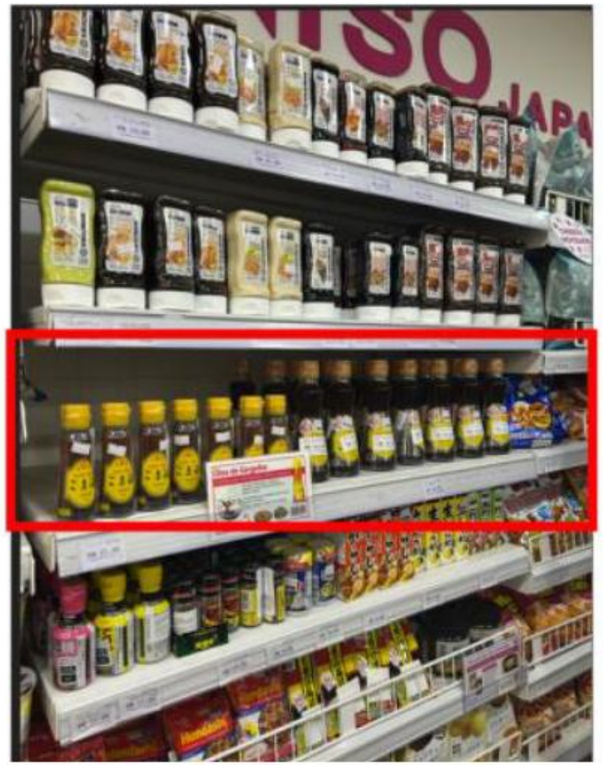
Overseas Sesame Oil / Brazil

- Launched a trial placement at Daiso Brazil in 2023. Driven by experiential in-store promotions—such as popcorn paired with sesame oil—our shelf presence has significantly expanded as of May 2026 (see below).
- Brazil hosts the world's largest population of Japanese descent (Nikkei), 2.7 million, with total population projected to grow from 216 million in 2023 to 231 million by 2050.
- FY26 will mark an acceleration of strategic market expansion to unlock long-term growth opportunities.

2023: trial placement



2026(current)



In-store popcorn × sesame oil tasting











Domestic Sesame Oil / Household (BtoC) market

- Japan No.1 brand is key competitive advantage.
- Household 200g: strengthening value messaging & proposing new usage occasions.

Reinforcing brand value & promoting understanding via flagship product

- **Scaling experiential demand creation via “Kadoya Goma-Tabi”** —rolling out “Drizzle Deliciousness” kitchen trucks across 9 locations, reaching ~80M consumers
- **Expanding usage occasions & reinforcing value perception** through single-serve formats and packaging communication
- **Closing the understanding gap** (consumer’s misunderstanding of pure and mixed sesame oil):75.9% (Mar. 2024) → 67.5% (Mar. 2026)

※Total media reach across TV, newspapers, magazines, websites, social media and other media channels







New Demand via "drizzling for extra flavor" Usage Proposals

- **Co-developed with Fundokin: new “breakfast sesame oil soy sauce”** designed to unlock appetite with a simple drizzle
- **Addressing Japan’s breakfast gap** —13.5% skipping rate, ~¥1.8T in missed meals annually, driven by time constraints
- **Developed as a solution to this unmet need,** creating new demand through convenient, flavor-enhancing usage

Source: https://www.nipponaccess.co.jp/news/detail/id=1663

Domestic Sesame Oil / BtoB market

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Qualitative Expansion

- Expand our base of loyal, brand-selecting customers (such as JOJOEN below) who recognize our superior aroma and quality.
- Strengthen value delivery to end consumers and accelerate the penetration of price optimization.

Quantitative Expansion

- Of Japan's ~500,000 restaurants, if 25% adopt tabletop placement of our sesame oil(4 tables per store, 1 bottle/table/month),we unlock ~1,200 tons of incremental annual demand (~¥2.5B revenue potential).
- Continue channel expansion centered on positioning sesame oil as a finishing seasoning.

PVV* Book: Jojoen contribution text

*PVV = Purpose, Vision, Values

"We strive to be truly first-class, rather than just luxury.

Since its founding, JOJOEN has upheld this philosophy, with Kadoya's sesame oil serving as an essential "finishing touch" that defines each dish.

<u>While signature menu items have been continuously refined, the core sesame oil has never changed and remains central to flavor</u>, including its renowned yakiniku marinade.

Recognizing that flavor is defined by both taste and aroma**, Kadoya's quality and aroma continue to be trusted as an indispensable partner.**

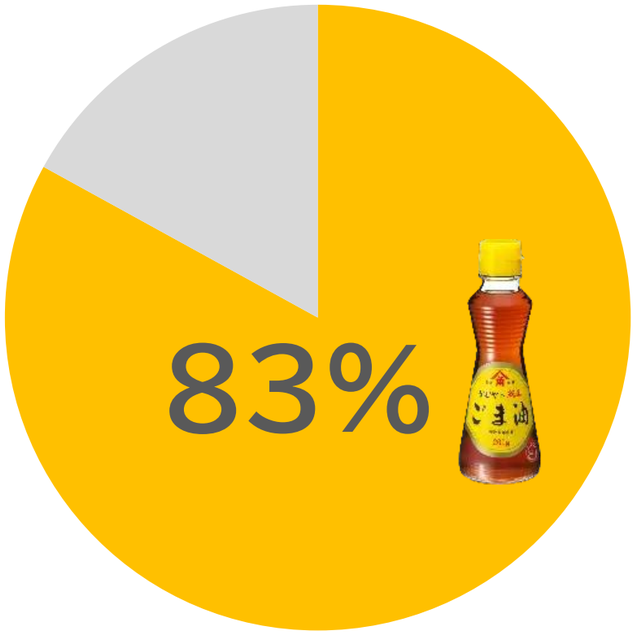
Positive response from
trial tabletop placements at restaurants



(Ref.) Kadoya Sesame Oil: Superior Taste

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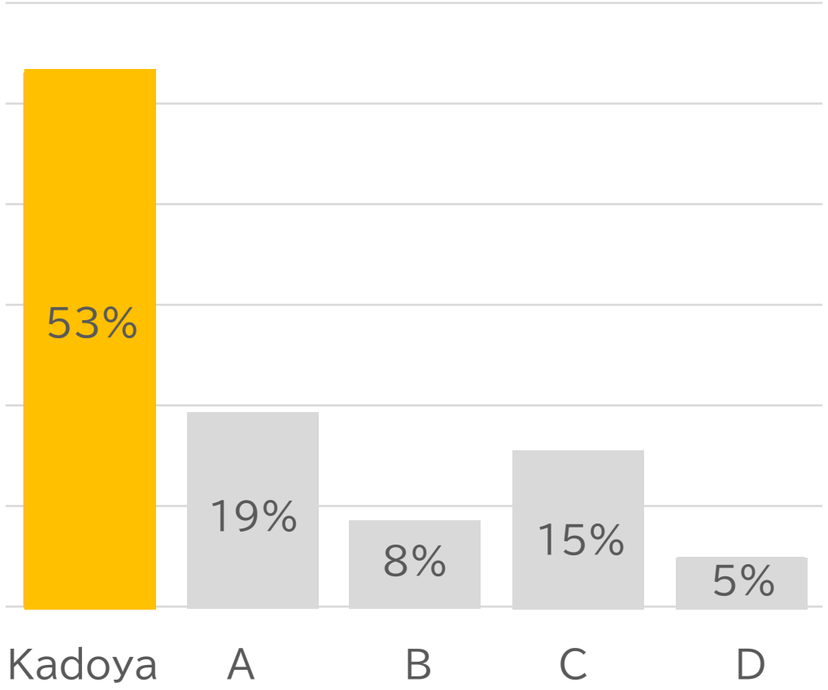
Aroma Preference Rate for Pure Sesame Oil



83% of consumers rated the aroma of our 100% pure sesame oil positively.

- Independent evaluation of the oil alone
- Combined total of ”pleasant” and ”somewhat pleasant” responses

Preference Rate: Chosen as ”Most Delicious” (with Bean Sprout Namul)

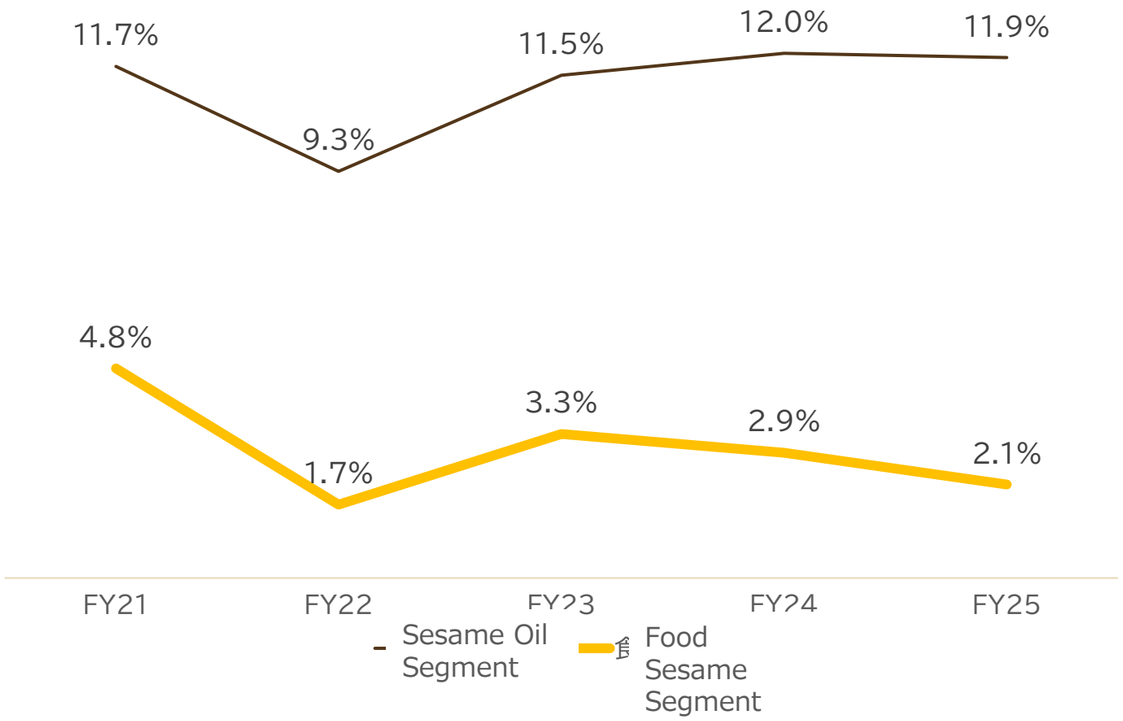


In-house tasting survey of general consumers
(February 2026, n=100)

Food Sesame Segment

- The food sesame market remains highly fragmented, with limited differentiation and intensifying competition, alongside rising quality control costs.
- In FY26, we will take decisive actions to redesign our business portfolio—optimizing resource allocation and redefining the roles of our Shodoshima and Neyagawa facilities—to unlock sustainable growth across the food sesame, sesame oil, and defatted sesame segments.

Operating Profit Margin Trend by Segment



Operating Profit per Employee

Segment	Headcount	Operating Profit (Billion yen)	Operating Profit per Employee
Food Sesame Business	200	0.20	1.0 million yen
Sesame Oil Business	350	3.60	10.3 million yen
Total	550	3.80	

Approx. 10x gap

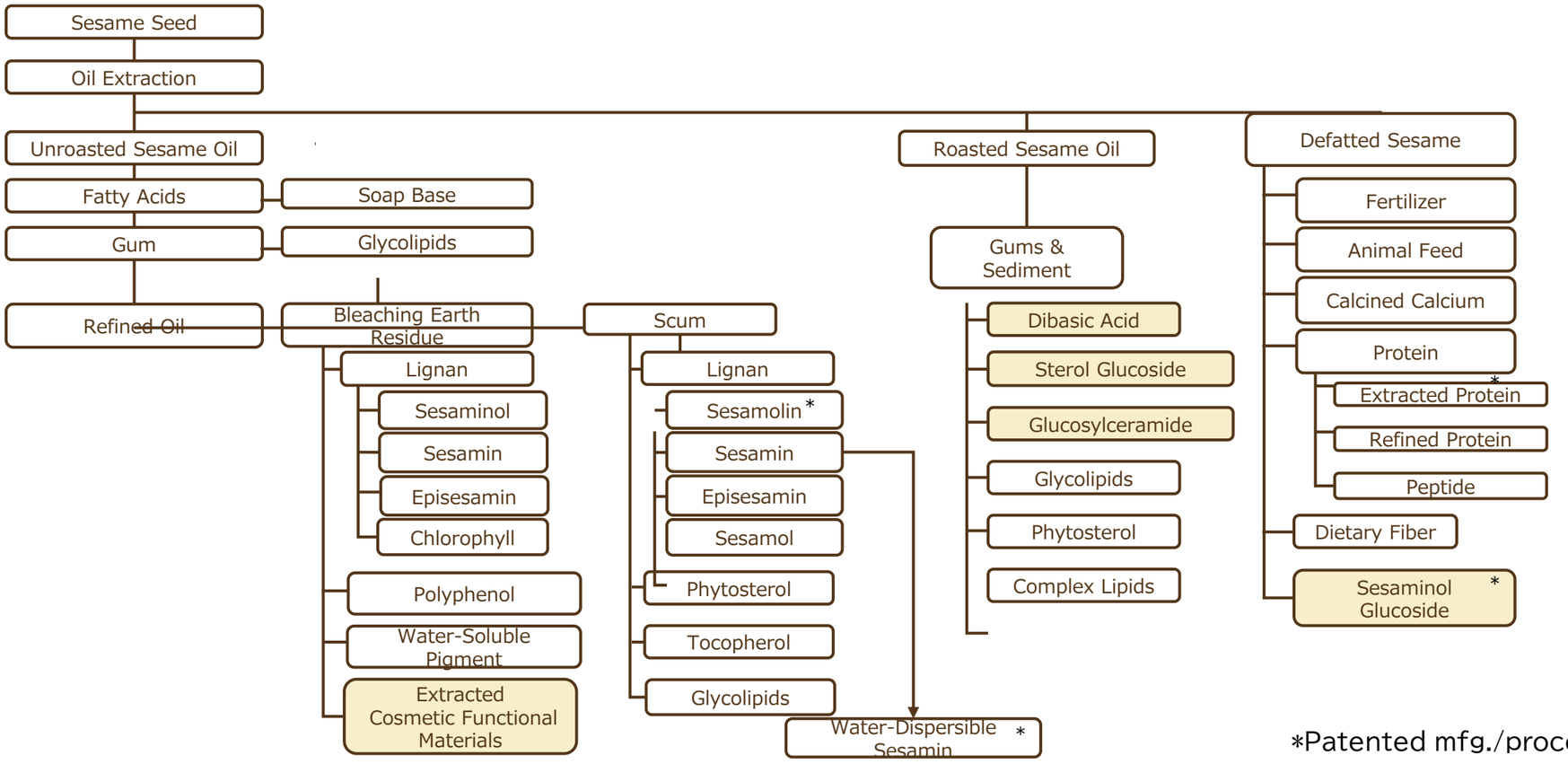
Note:
- Headcount for the Food Sesame Business includes approx. 120 employees at KATAGI Foods and approx. 80 at Kadoya

2 Creating New Demand

Adding Value to By-Products (Defatted Sesame)

- In FY25, advanced prototyping across bread, noodles, confectionery, and beverages using defatted sesame, generating strong customer interest. Building on this momentum, we will accelerate market validation and execute capex for grinding and filling facilities in FY26 to enable scalable commercialization.
- Following the establishment of the R&D Headquarters, we initiated development of non-food applications (e.g., cosmetic ingredients), leveraging sesame's functional compounds to create new high-value domains.

Functional Compounds from Sesame By-Products



*Patented mfg./processing methods

Launch of Sesame Oil for Western Cuisine

- 60 years ago, Kadoya pioneered and created the household sesame oil market.
- In FY26, we take the next leap—redefining the role of sesame oil and opening a new market through expansion into Western cuisine.

60 years ago: pioneered household market

Defying industry convention, former president Naohei Ozawa redefined sesame oil from a commercial-only product into a household staple—unlocking a new market.

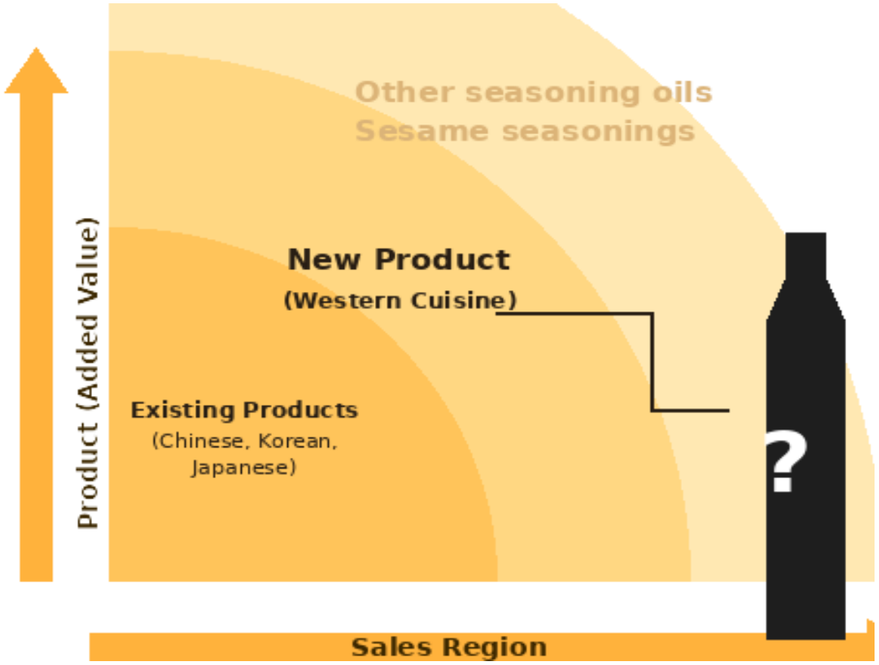




New product to redefine sesame oil

Building on this legacy, we will break the “Asian-only” perception by launching sesame oil for Western applications, driving new demand and expanding our revenue base.

(Reference: Household olive oil market size of JPY 48.6 billion; source: Fuji Keizai)



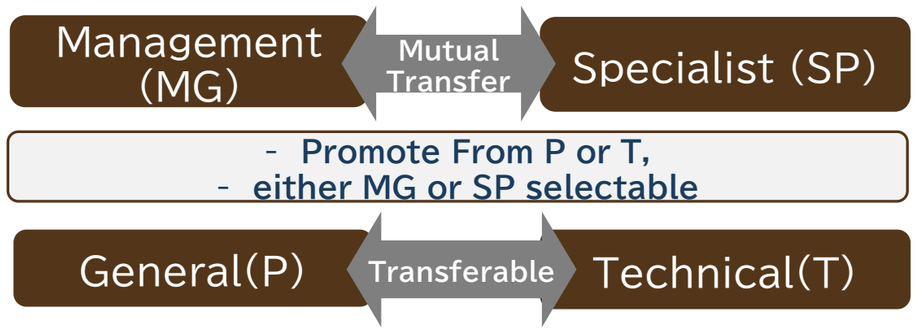
3 Building a Foundation for Fan-Based Management Strategy

A New HR System to Accelerate Challenge and Growth

- In response to structural challenges emerging in the maturity stage of our business lifecycle, we established a new HR framework in FY25 aligned with our Purpose, Vision, and Values, and will commence implementation in FY26.
- We are transforming our talent system by introducing multi-track career paths (from linear to diversified), enhancing visibility of diverse contributions, and shifting to a more performance-driven compensation structure with clearer differentiation across grades—thereby strengthening incentives for higher responsibility roles.

Founding Stage	Expansion Stage	**Maturity Stage**	Renewal Stage
• Crucial to recruit autonomous talent aligned with our vision.	• Rising organizational complexity driven by headcount growth. • Management challenges in overseeing an expanding workforce.	• Difficulties in organizational alignment and lower employee ownership. • Prevalence of departmental silos due to fragmented cultures.	• Friction between new system implementation and outdated practices. • Over-reliance on precedent despite a changing business environment.

Grade Structure



Evaluation & Compensation

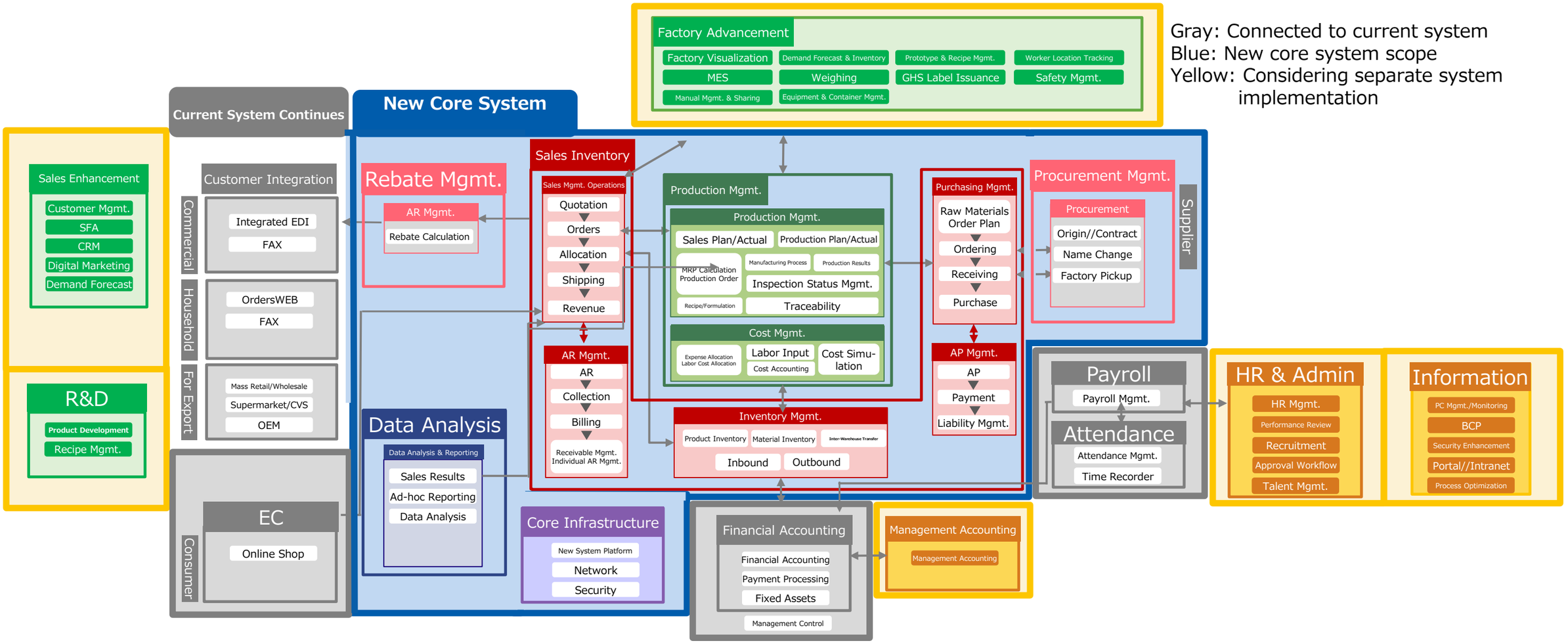
Legacy System:
- Bonus: Hybrid of ability and performance
- Salary Increase: Seniority-based framework
- Compensation: Fragmented allowances and overlapping salary ranges

New System:
- Bonus: 100% performance-based (Relative evaluation)
- Salary Increase: 100% behavior-based (Absolute evaluation)
- Role-based Pay (Consolidation of various allowances)

Source: Strategic HR System Design (Field Management HR)

New Core System (ERP) Implementation

- Investing 1.0–1.5 billion yen, we are set to implement a new ERP system in FY26 (with the vendor selected in FY25).
- Moving beyond “handwritten management” on the factory floor, we will harness data and AI to transform tacit know-how into explicit corporate capabilities.
- In parallel, by integrating the new ERP system with “Loglass,” our cloud-based corporate performance management platform, we will build an ROIC-driven management foundation.

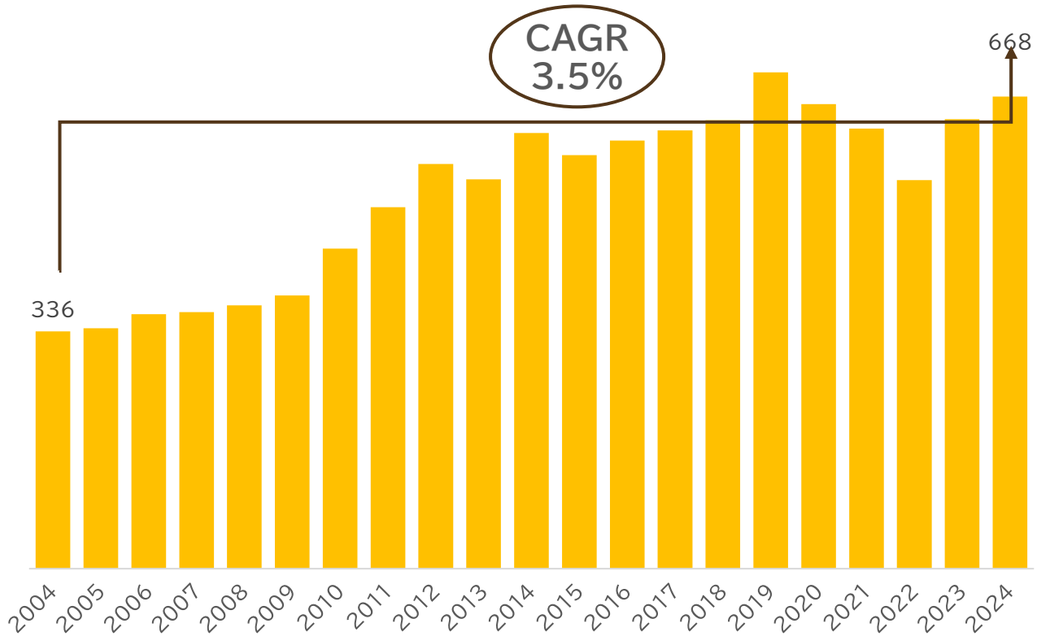


SCM Division Establishment

- While domestic sesame demand remains stable at ~150K tons, global demand continues to expand structurally—doubling over the past two decades to ~7 million tons.
- This growth is now being unlocked on the supply side, as Brazil's rapid scale-up to 300–400K tons through mechanization eases constraints and sets the stage for further global demand expansion.
- In response, from FY26 we are integrating procurement and logistics into a unified SCM Division—building a resilient, sustainable supply chain to capture this global growth opportunity.

Global Sesame Production Trend (2004-2024)

Unit: 10K tons



Source: FAO (FAO)

Mechanical Harvest Varieties Driving Output Growth

Overcoming the labor-intensive constraints of sesame cultivation, mechanization-ready varieties are unlocking rapid production growth—scaling Brazil's output from near zero to 300–400 thousand tons in just five years.

Traditional sesame cultivation in African countries (manual harvesting)

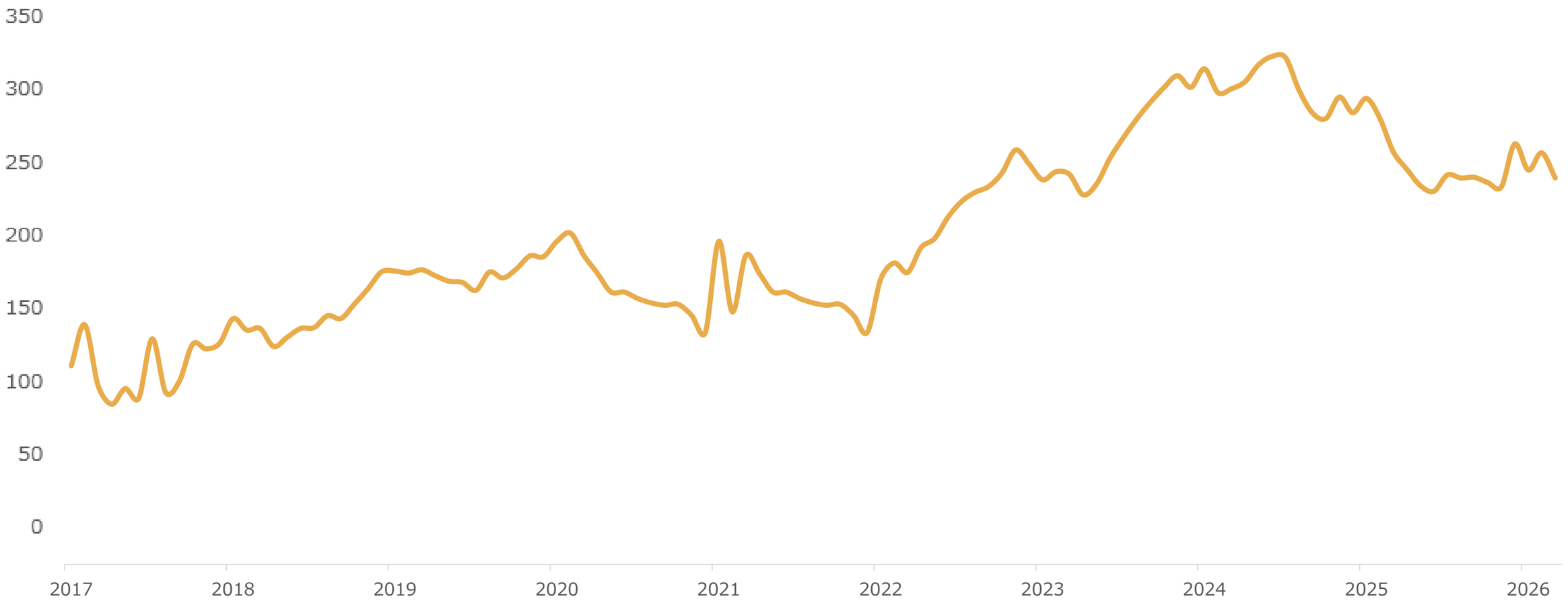


Large-scale sesame cultivation in South America (mechanized harvesting)



(Ref.) Sesame Import Price Trend (Jan. 2017 – Mar. 2026)

Unit : JPY/kg



Source: Ministry of Finance (MOF), ”Trade Statistics of Japan”

Strengthening Relations with Employees, Community & Shareholders

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- FY25 laid the strategic foundation; FY26 marks a full-scale acceleration—driving execution to build a powerful, globally resonant brand fan base, internally and externally.

	FY25	FY26
Emplo-yees	**Establishing a Foundation for PVV Integration** ・PVV Book distributed; leadership workshops conducted to build a foundation for PVV alignment	**Expanding PVV Integration & Launching Health Initiatives** • Deepening PVV alignment by expanding the target scope and introducing wellness programs.
Commu-nity	**Continued study of experiential facility concept on Shodoshima** • The experiential facility concept on Shodoshima remains under active development, with further refinement underway.	**Strengthening Community Ties & Advancing Product Dev.** • Shifting factory leadership roles toward community engagement. • Acceleration via Corporate Comms Office establishment • Commercialization of Shodoshima golden sesame
Share-holders	**Clarifying Stable Return Policy & Improving Stock Liquidity** • Introduced DOE and executed a share split to enhance stable returns and investor accessibility.	**Enhanced Disclosure & Investor Dialogue** • Integrated report prepared; investor briefings held to enhance disclosure & dialogue

	FY21A	FY22A	FY23A	FY24A	FY25A	FY26E
Net Income (Billion yen)	2.8	2.2	2.3	2.4	2.7	2.1
Dividend per Share (JPY)	110	100	100	100	137	141
Payout Ratio	37%	42%	41%	39%	46%	63%

FY26E DPS is on a pre-split basis; post-split equivalent is JPY 47/share



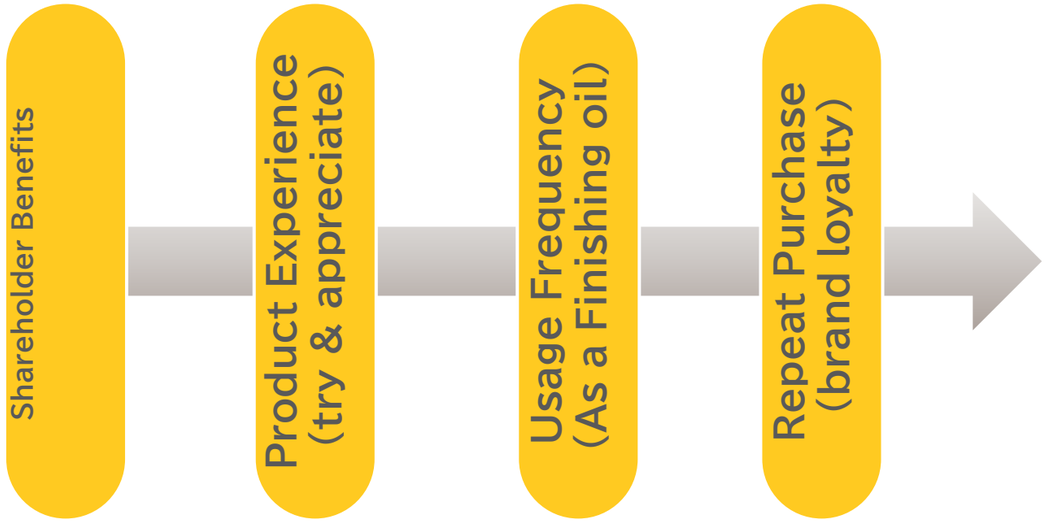


(Ref.) Shareholder Benefits — Creating Fan Shareholders

- Rather than distributing value in the form of a mere payout, we design shareholder benefits to deepen emotional connection with our brand—cultivating long-term commitment and reinforcing a stable ownership base.

→ Transforming shareholders into passionate advocates of KADOYA, and building a resilient, long-term shareholder foundation.

Driving fan conversion through product experience, usage, and repeat purchase.



3,000+ shares

Expansion of deeper brand touchpoints



300+ shares

Entry into product experience



Curating high-value assortments of new/limited products and Shodoshima specialties, with benefits scaling in line with shareholding levels.

(Reference) 5-year financial summary and current forecast

Note: EPS retroactively adjusted for April 2026 3-for-1 share split; FY26 DPS shown on a post-split basis.

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(Unit: million yen)

		FY21	FY22	FY23	FY24	FY25	FY26(Forecast)
Consolidated P/L	Revenue	32,185	33,690	35,680	39,450	40,030	41,000
	Gross Profit	10,163	9,712	9,781	10,146	11,317	-
	Gross Margin	31.6%	28.8%	27.4%	25.7%	28.3%	-
	Operating Profit	3,450	2,914	3,117	3,166	3,818	2900
	EBITDA	5,049	4,426	4,418	4,295	4,884	-
	Operating Profit Margin	10.7%	8.7%	8.7%	8.0%	9.5%	7.1%
	Ordinary Profit	3,968	3,229	3,409	3,394	4,060	3,000
	Ordinary Profit Margin	12.3%	9.6%	9.6%	8.6%	10.1%	7.3%
	Net Income Attributable to Owners	2,769	2,219	2,255	2,357	2,724	2,050
	EPS(¥)	※100.33	※80.40	※81.71	※85.37	*98.66	*74.24
	DPS(¥)	110	100	100	100	137	*47
	ROE	9.2%	6.9%	6.7%	6.8%	7.5%	5.5%
Consolidated B/S	Current Assets	23,705	26,091	28,206	30,369	34,404	-
	Cash & Deposits	6,148	6,886	8,696	7,881	11,983	-
	Tangible Fixed Assets	12,760	12,006	10,992	10,234	9,452	-
	Intangible Fixed Assets	348	229	141	73	44	-
	Total Investments & Other	2,546	3,163	3,330	2,859	3,445	-
	Total Assets	39,361	41,490	42,671	43,536	47,346	-
	Current Liabilities	6,148	6,603	6,071	6,018	7,663	-
	Non-current Liabilities	2,061	2,155	2,244	2,252	2,241	-
	Total Liabilities	8,210	8,759	8,316	8,271	9,905	-
	Total Shareholders' Equity	30,277	31,494	32,832	34,268	36,076	-
	Total Other Comprehensive Income	873	1,236	1,522	997	1,364	-
	Total Net Assets	31,150	32,731	34,354	35,265	37,440	-
	Total Liabilities and Net Assets	39,361	41,490	42,671	43,536	47,346	-
Consolidated C/F	Income Before Tax	3,950	3,221	3,406	3,384	3,947	-
	Operating CF	4,542	2,460	2,972	384	5,688	-
	Investing CF	▲473	▲720	▲239	▲258	▲671	-
	Financing CF	▲781	▲1002	▲922	▲925	▲920	-
	Cash & Equivalents at Period End	6,133	6,871	8,681	7,881	11,983	-
Others	Capital Expenditure	809	594	196	304	590	-
	Depreciation	1,599	1,512	1,301	1,129	1,066	-
	R&D Expenses	100	123	111	126	238	-

Supplementary Materials

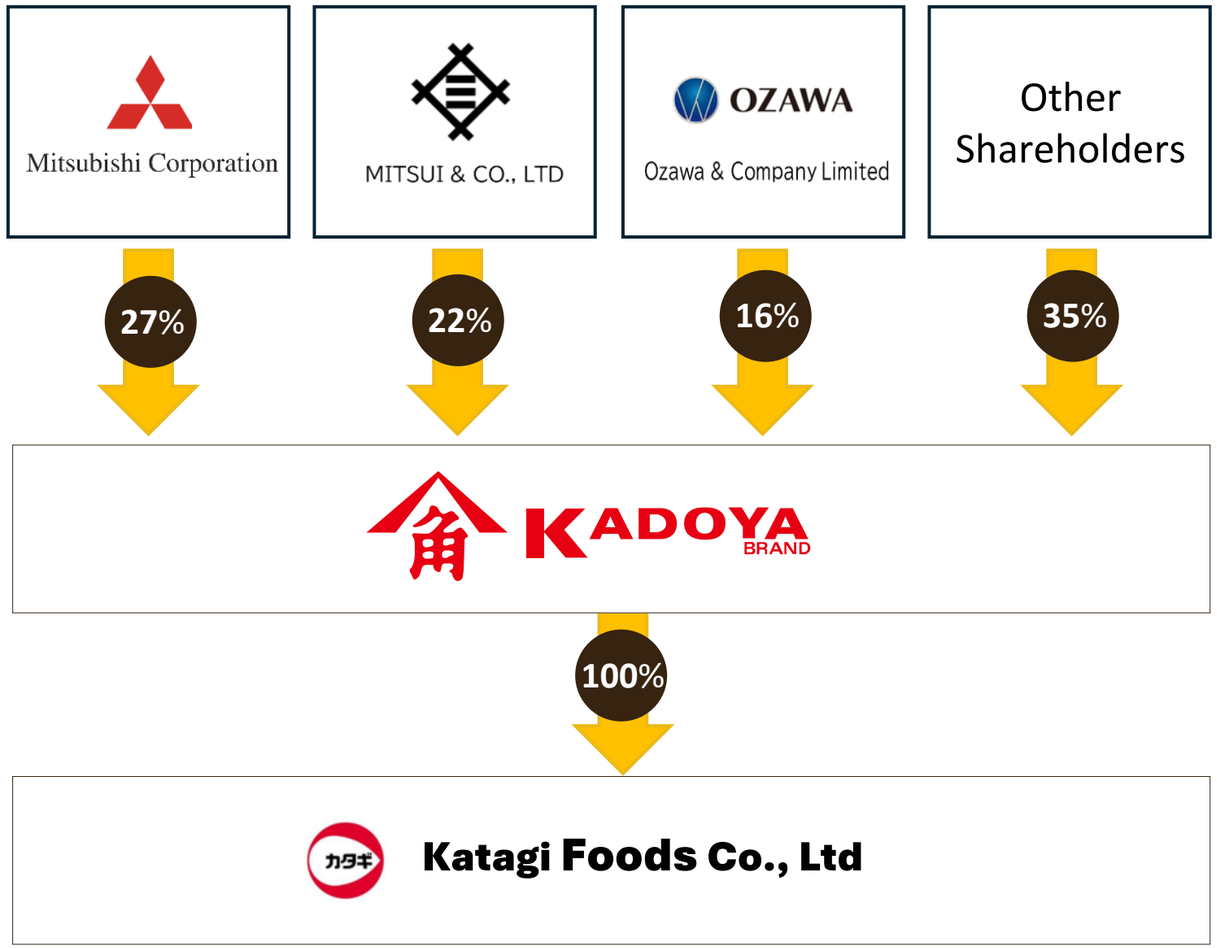
Initiatives Under New Management

2025/5 IR Material*

*Company overview figures updated to latest values

Company Overview

Founded in 1858 on Shodoshima, Kadoya boasts over 160 years of history and holds the No. 1 market share for sesame oil in both Japan and the US.

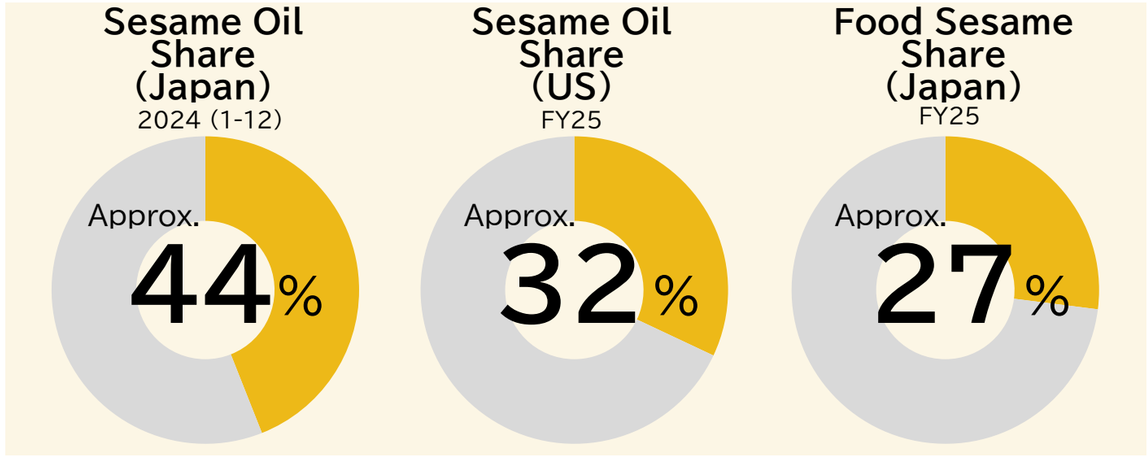


Revenue 26/3 Actual
40.0 ¥B

Ordinary Profit 26/3 Actual
4.1 ¥B

Employees 26/3 (current)
407 people

Founded
1858
168 years of history



Kadoya Research

Source: Global Trade Atlas, based on Kadoya estimate

Kadoya Research

Manufacturing Locations and Production Volume

Production Volume for FY2024 (Unit: Tons)



Kagawa – Shodo-shima Plant
Sesame Oil: 23,000 tons
Food-use Sesame: 8,000 tons



Chiba – Sodegaura Plant
Sesame Oil: 6,000 tons





Osaka – Neyagawa Plant (Katagi Foods Co.,Ltd)
Food-use Sesame : 4,000 tons

Food-use sesame: Ground/toasted sesame & sesame paste

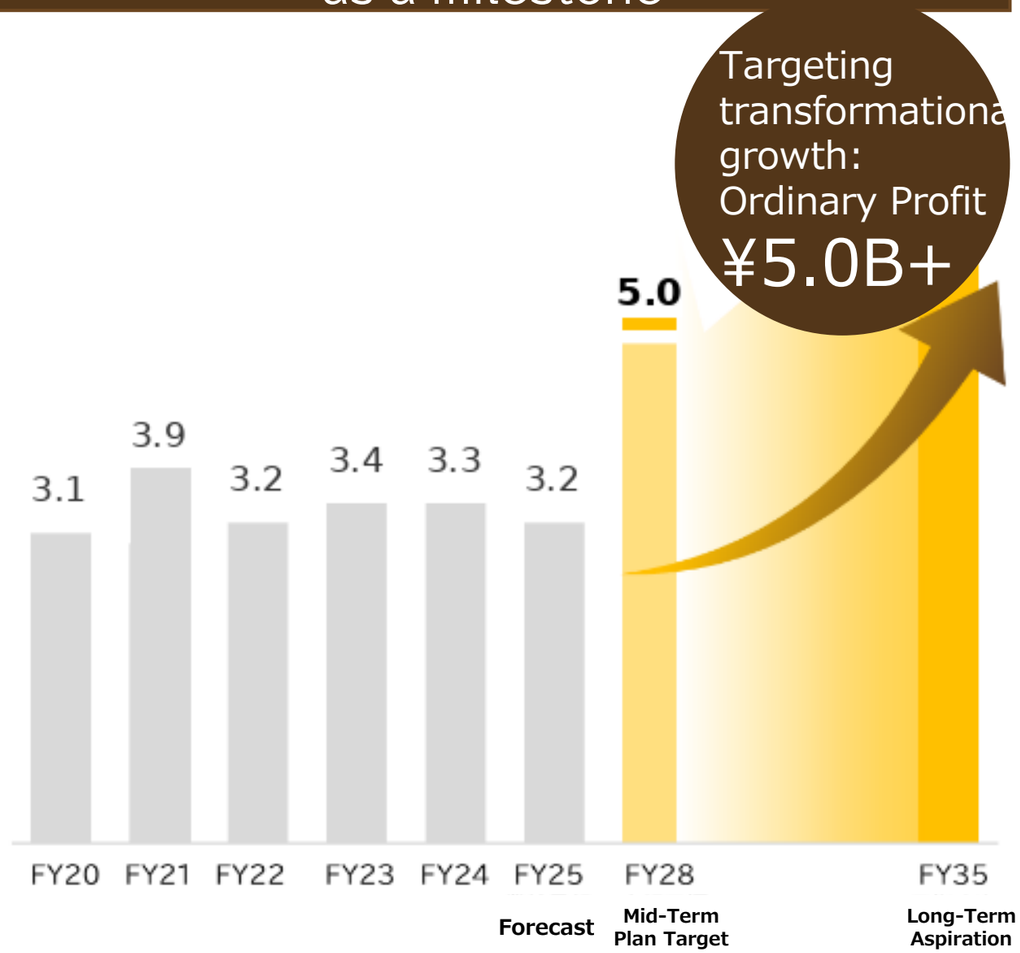
The Future We Envision

Like soy sauce, we aim to unlock sesame's global potential for flavor and health. We will make "KADOYA Sesame Oil" a beloved staple at dining tables worldwide.

Maximizing Sesame's Value



Achieving growth with mid-term plan as a milestone



Business Environment

- Kadoya's sesame oil combines health benefits with superior taste, giving it strong potential to become a globally essential seasoning, much like soy sauce.
- In addition, defatted sesame represents a promising new opportunity as a high-value, protein-rich food ingredient.

Our goal is to earn the trust and enthusiasm of people around the world and build a loyal global fan base.

S Strengths (Hard to Replicate)

- Japan's only manufacturer with proprietary, advanced extraction and roasting technologies
- Leading market share in Japan; strong brand reputation
- Ability to supply high-quality protein
- **Established loyal fan base in both Japan and the U.S. markets**
- Ability to utilize major shareholder resources

W Weaknesses (Steps Toward Change)

- Overreliance on past successes and a need for greater adaptability
- Strengthen profitability by reviewing low-margin product lines
- **Refine brand messaging to better highlight the benefits of sesame**

O Opportunities (Expanding Chances)

- Domestic: growing popularity as a tabletop seasoning
- US: **Population growth and the expanding reach of Japanese and Korean cuisine**
- Shared across both markets: rising demand for plant-based protein, a growing focus on sustainability, and advances in AI

T Threats (Challenges to Overcome)

- Domestic: an aging population and rising competition from blended sesame oils
- U.S.: Potential slowdown in consumption due to the impact of U.S. tariffs
- Shared: Geopolitical risks affecting raw material sourcing; **difficulty in brand communication amid global information overload.**

Overall Direction: Fan Base Building

- We aim to expand a loyal ”fan base” that shares our core values—both internally and externally—to drive sustainable growth and enhance corporate value.

Factors Driving Environmental Change

Shifts in the external environment

Social and economic transitions

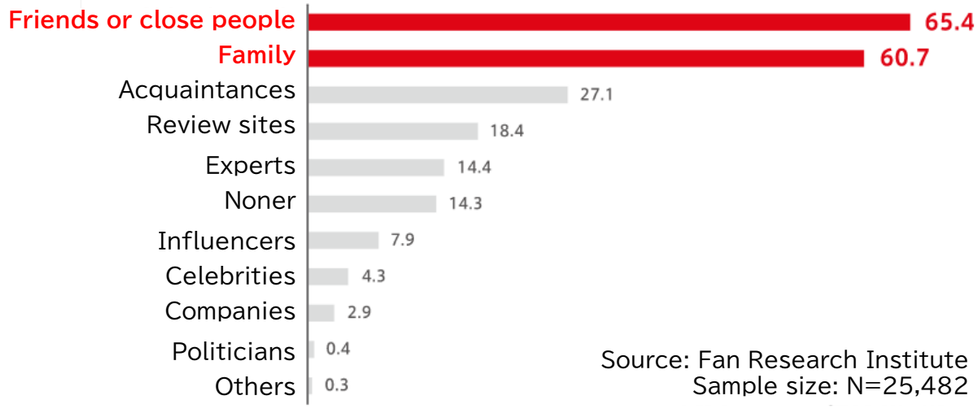
Changes in population dynamics

Changes in Technology

▶ Changes in Values ▶ Changes in Consumer Behavior

Recommendation Reliability

People Who Are Considered Trustworthy for Recommendations (%)



Source: Fan Research Institute
Sample size: N=25,482

Becoming a Special Presence for Our Fans

Easily imitated by other companies → **Functional Value**

Characteristics of products, services, and brands.
(Example) The product’s price is reasonable, Location and cost performance are ideal

Value Needed to Become a Fan



Emotional Value

Positive feelings that arise from owning or experiencing products, services, and brands.
(Example) Attachment because I have been watching commercials for a long time, trust and empathy in customer-first service

Future Value

Positive image of society and the future seen through products, services, and brands.
(Example) I like the company’s attitude of supporting the community

Source: Fanbase Company

Fans Inspire New Fans

Fans’ Passion spreads

Fans And Employees Resonate

Our Purpose, Vision, and Values (PVV)

- Formulated our new PVV(Purpose, Vision, Values) in April 2025 through company-wide surveys and cross-functional workshops, engaging employees at all levels in defining what we must safeguard, discard, and embrace for our future.



Values
(What We Cherish)

1. Pioneering spirit in sesame
2. Customer-centricity
3. Integrity and fairness
4. Respect for diversity and inclusion
5. Continuous challenge and transformation

Vision (The Future We Aspire to)

To achieve sustainable growth for both people and the organization, addressing societal challenges by way of sesame.



Purpose (Reason for Being)

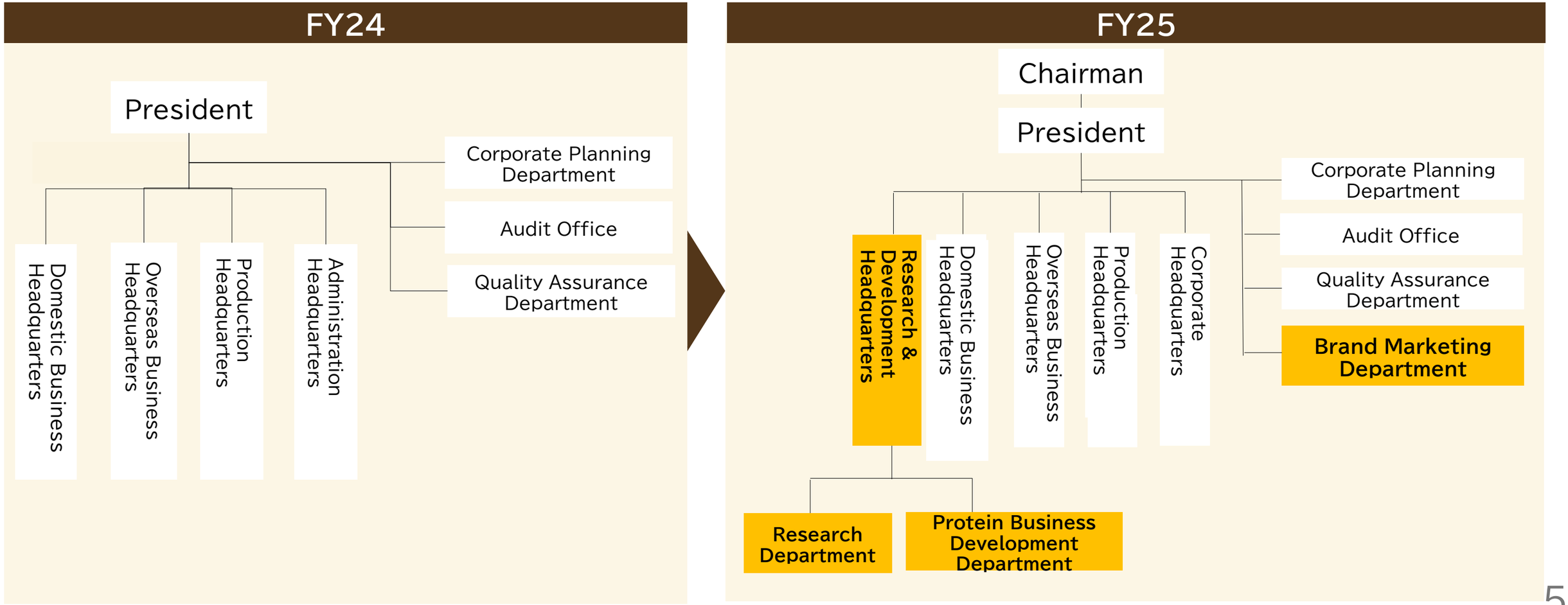
To maximize the value of sesame and contribute to society on a global scale.

Snapshots of the Internal Workshop



Organizational Structure (Effective April 1, 2025)

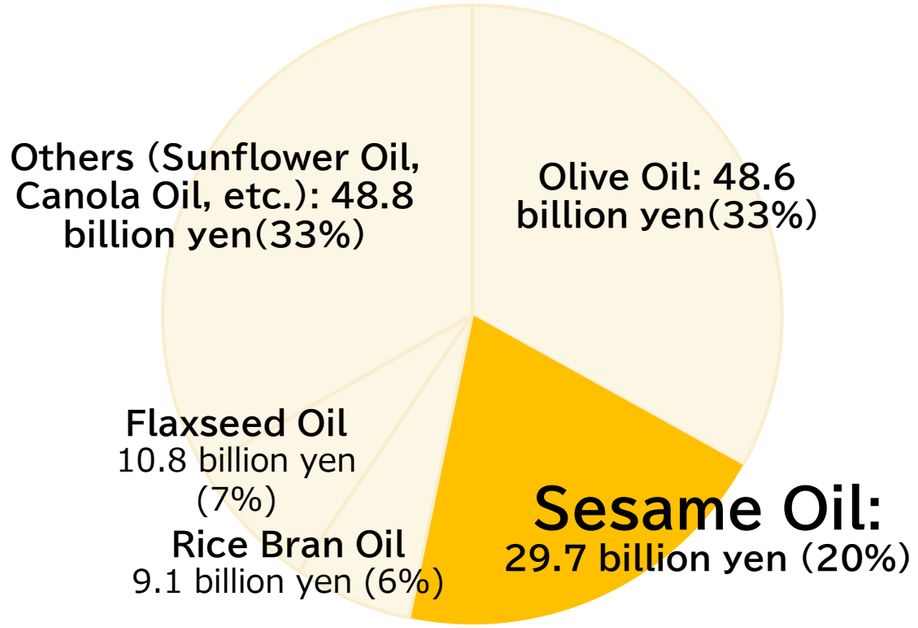
- Established the Brand Marketing Department under the President to advance Fan-Based Management.
- Launched the R&D Headquarters to fully maximize sesame's value.
- Plan to establish Kadoya USA within the fiscal year to accelerate growth in the U.S. market and strengthen our global footprint.



Action to Create New Demand for Sesame Oil

- Sesame oil is increasingly recognized as a staple in the household edible oils market, alongside olive oil and other premium options.
- To capture new consumer trends, we are driving placement on restaurant tables for everyday ”flavor customization” (aji-hen) experiences, while developing new sesame oils tailored for Western cuisine.

Sales Composition of Household Edible Oils (2024 Forecast)



Source: Fuji Keizai Co., Ltd., Food Marketing Handbook No.4, 2025 Edition

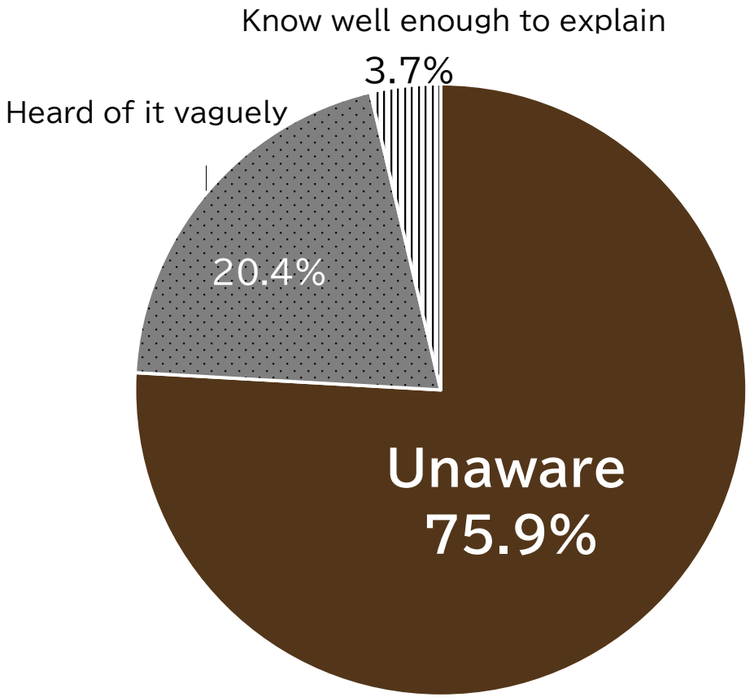


Propose New Pairings of Sesame Oil with Non-Asian Dishes such as Fried Chicken or Pizza

Initiatives to Communicate Value in the Domestic Market

- 75% of surveyed consumers are unaware that blended sesame oil contains other oils.
- We focus on clearly communicating that being 100% sesame oil is the key reason for its delicious taste and deepen understanding among our fans.

Consumer Awareness of the Difference Between Pure and Blended Sesame Oil



Source: In-house research, March 2024
Consumer Survey (n = 65,653)



Communicating the Taste of Pure Sesame Oil

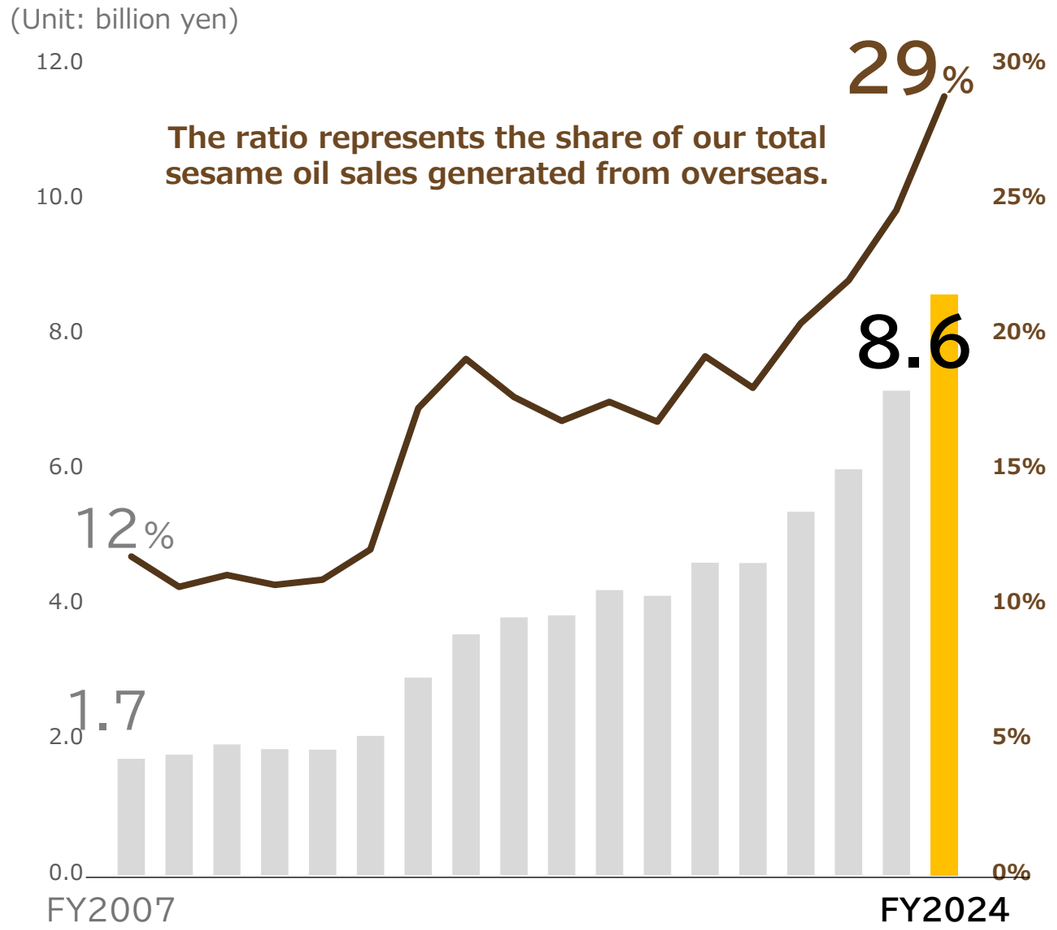


Promotional video highlighting the unique flavor of pure sesame oil

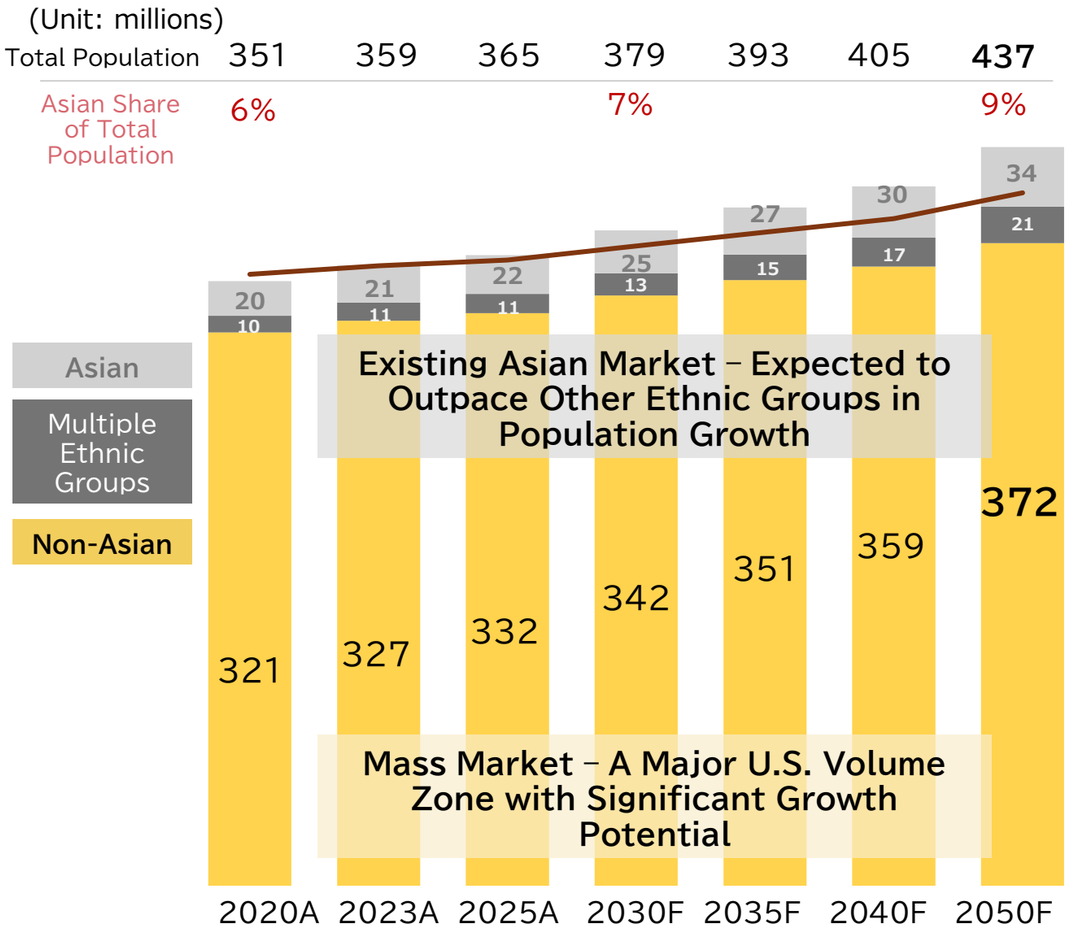
Capturing Further Growth in the US Market

- In the U.S., growing Asian population and cuisine are driving sesame oil demand.
- Beyond our core Asian market (20 million people), we are aggressively targeting the vast U.S. mass market of over 300 million people.

Trends in Overseas Sesame Oil Sales Ratio



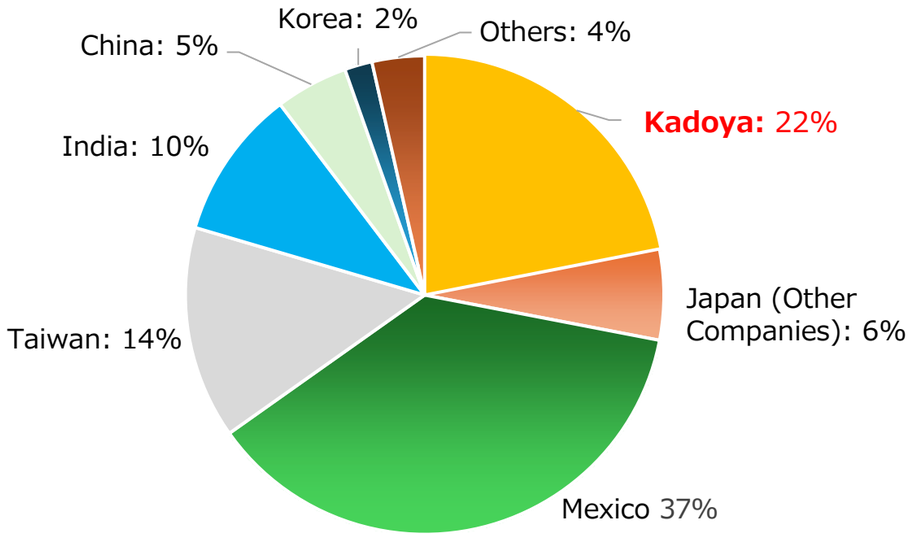
U.S. Population Forecast



(2023/the United States Census Bureau)

US Market Share & Market Trends

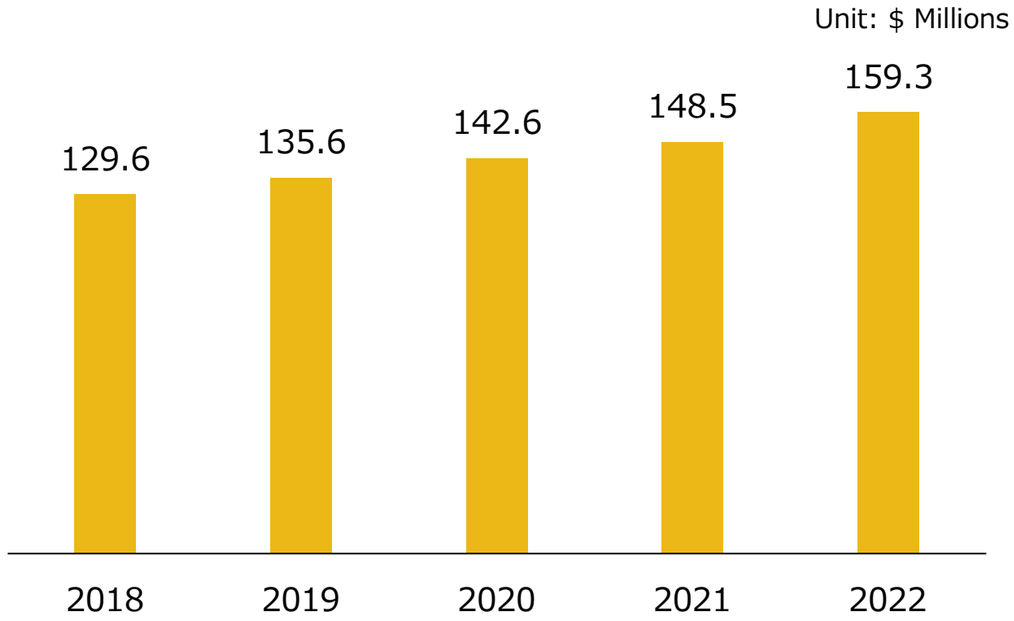
Our Market Share in the U.S. Sesame Oil Market＊



Source: Created by our company based on Global Trade Atlas data (January–December 2023)

＊Based on our research, there are almost no sesame oil manufacturers in the U.S., and the market consists mainly of imports from Japan, Mexico, Taiwan, and other countries.

Growth Trend of the U.S. Sesame Oil Market



Source: Persistence Market Research

Initiatives for Food Use of Defatted Sesame (Oil Cake)

““Unlocking the Power of Defatted Sesame Meal”100% Non-GMO with ˜40% high-quality protein. Rich in sesaminol glucosides (antioxidants) and roasted aroma, it offers vast potential as a next-generation food solution.

March 2025 Launched granola using defatted sesame

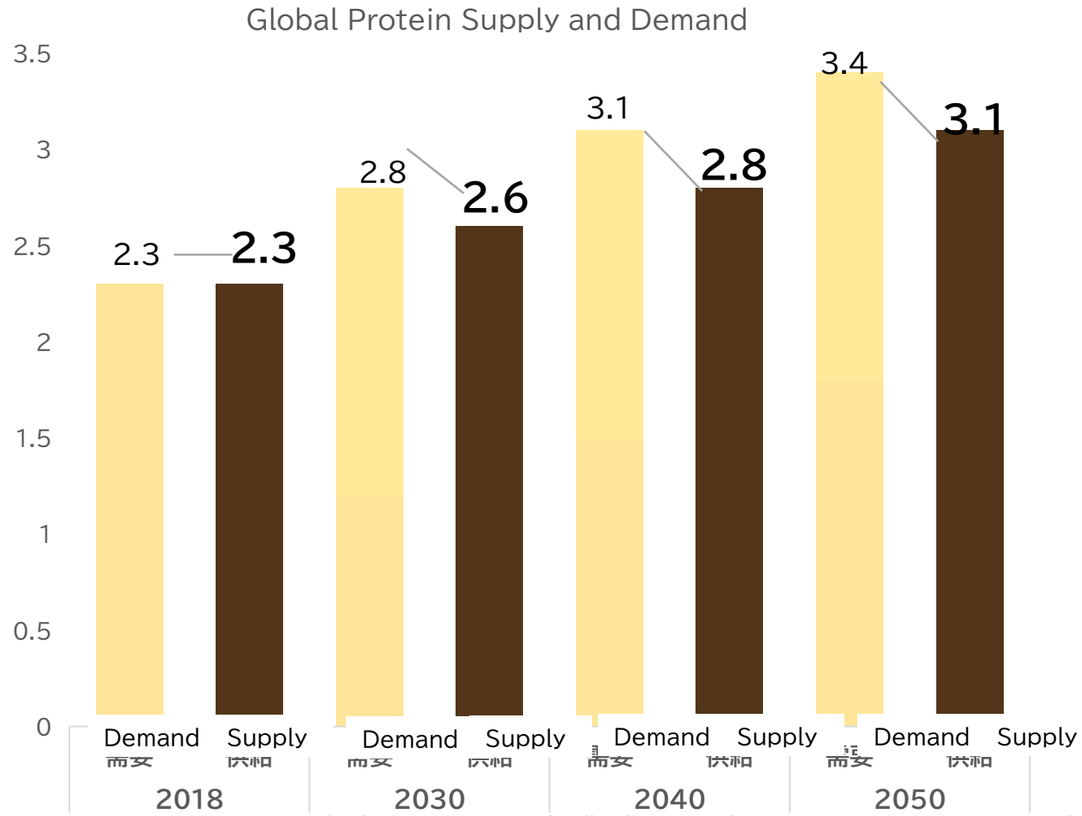


Collaboration with ORYZA Co., Ltd.

Available on our official online store at ¥1,500/pack (200g) (tax included)

A looming protein crisis: Global demand outpacing supply

Unit: 100 million tons



Source: Newswitch (May 2, 2024), “Why Trading Companies are Rushing to Secure Protein"

2 Food Sesame / Defatted Sesame: (Press Cake) as Food Ingredient

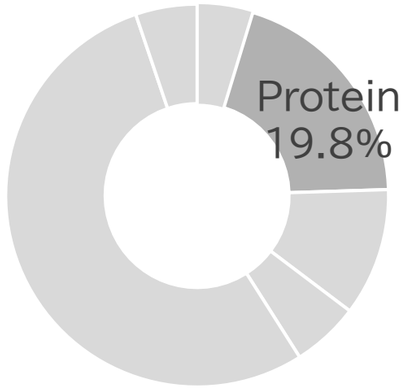
- Defatted sesame meal (oil extraction residue), currently used for animal feed, will be repurposed as a ”new plant-based food ingredient.” We are targeting commercialization within the food sector by FY26, with a feasibility study (F/S) currently underway.

Health

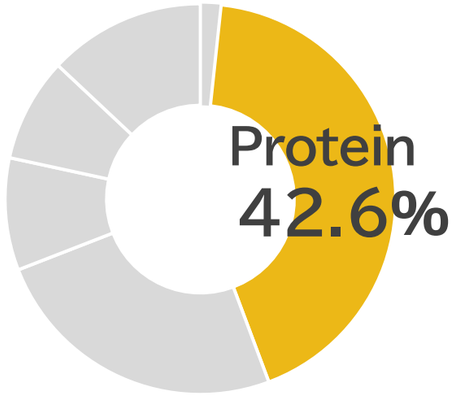
High protein × rich in magnesium, calcium, and sesaminol glycosides

Protein Content Comparison

Sesame



Defatted sesame meal
(oil extraction residue)



	Magnesium mg/100g	Calcium mg/100g
Sesame*1	360	1200
Defatted Sesame (Press Cake)*1	**778**	**2540**
Domestic Soybean*2	220	180
Dried Okara (Soy Pulp)*2	150	310

*1 In-house analysis*2 Food Composition Table 8Ed.

X

Taste

Distinctive Nuttiness

Performance of Defatted Sesame and Food Sesame (FY2024)

Defatted Sesame

Volume: 25K tons |
Revenue:1.3 billion yen |

Unit price
52yen/kg

Approx. 13x

Food Sesame

Sales Volume: 12K tons |
Revenue:8.3 billion yen |

Unit price
692yen/kg

Sesame-Specific: Sesaminol Glucoside
- Sesame-specific antioxidant found in defatted sesame,**Defatted Sesame (sesame meal) — not in oil.**
- Water-soluble; activated by intestinal decomposition.

Key Health Benefits
- **Potent Antioxidant Activity**
  Reduces oxidative stress in cells, with expected benefits for anti-aging and lifestyle-related health support.
- **Liver Support:** Prevents oxidative liver damage.
- **Possible Arteriosclerosis Prevention:** LDL oxidation suppression.
- **Enhanced by fermentation/enzymatic breakdown:** glucoside separated → functional activation

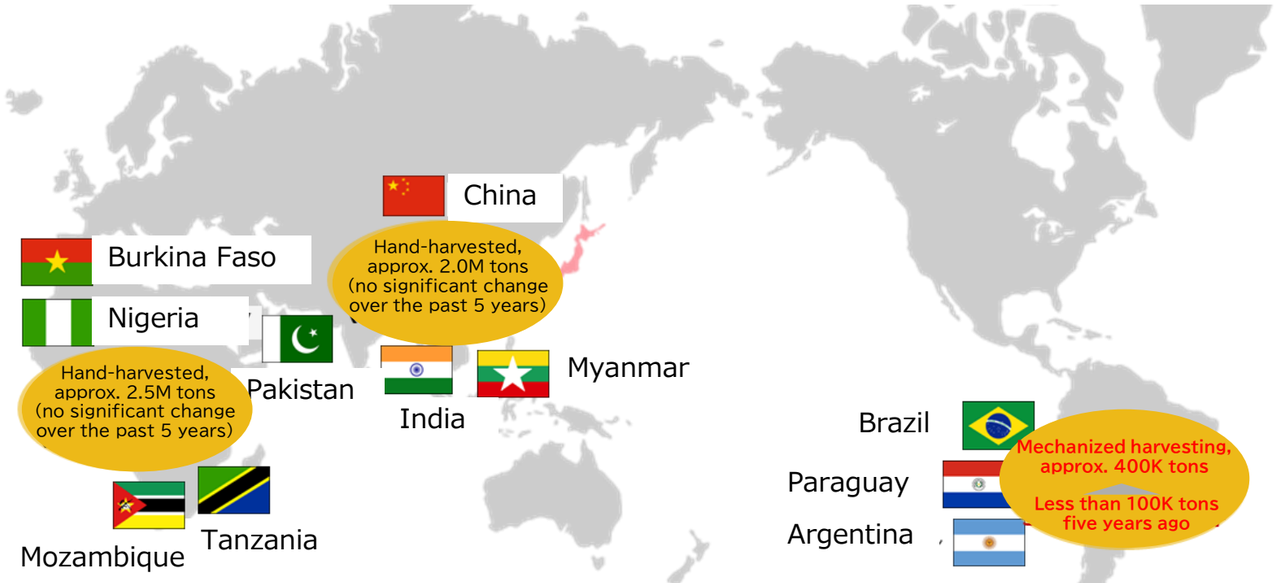
Source: ”Functions and Science of Sesame,” Asakura Shoten, Mitsuo Namiki, Yasuko Fukuda, Tashiro eds.)

Securing Sustainable Raw Material Supply Amid Geopolitical Risks

- In South America, especially Brazil, large-scale mechanized farming is driving the expansion of sesame production.
- Our objective is to secure a reliable supply chain from South America, thereby mitigating the geopolitical risks associated with dependence on Africa.

Main Sesame Production Areas Worldwide

Quantity: 2024 Crop, Country: Major Producer



Global sesame production has remained steady at approximately 5.5 million tons

(Our estimate based on Oil World and other sources)

Traditional Sesame Cultivation in Africa (Hand Harvesting)

Sowing | Harvesting | Threshing | Storage



Large-scale Mechanized Sesame Cultivation in South America

Sowing | Harvesting | Threshing | Storage



Addressing Social Issues: Local Sustainability

- Shodoshima has been facing a continuous population decline since the 1950s, raising critical concerns regarding the island's long-term sustainability.
- As the largest enterprise on the island—which encapsulates Japan's broader social challenges—we are partnering with JTB on the "Creating Shodoshima 20 Years from Now" project to address regional issues across tourism, education, and the environment.

Tourism



- Brand Landmark: Relocating the "Konjaku-kan" Historical Museum as a core tourist hub.
- Business Expansion: Exploring new restaurants, retail shops, and interactive factory tours.

Education



- Nutritional Support: Providing sesame-focused school lunches ("Gomanzoku Kyushoku") for local children.
- Food Education: Hosting workshops to teach the importance of food culture

Environment



- Regional Project: Driving the "Sesame Future Shodoshima Project" with local government and farmers.
- Local Commercialization: Developing sesame products to promote local production and consumption.

Social Impact:　Farmer Support in Sesame Regions

- Since 2021, we have partnered with local suppliers to provide agricultural training that improves productivity and enhances farmers’ quality of life.
- By enhancing yields and quality, we aim to build a sustainable supply chain that ensures stable procurement for our company and supports farmers’ self-reliance.

Nigeria



- Technical Dispatch: Deploying agronomic experts to guide traditional smallholder farmers.
- Yield Optimization: Improving unit yields across a 2,000-hectare cultivation area.

Tanzania



- Direct Guidance: Visiting 2,000 farms to distribute tailored cultivation manuals.
- High Engagement: Achieving a high repeat participation rate since Year 2

Paraguay



- National Alignment: Supporting government-promoted sesame cultivation to lift living standards.
- Joint Mentorship: Delivering technical guidance in close partnership with local suppliers.

Financial Policy

- Execute strategic investments after reviewing production structure, including aging domestic plants, low-margin operations, and future U.S. expansion.
- Ensure stable shareholder returns with a 40% base payout ratio, and consider additional returns based on investment progress and capital costs.
- To achieve growth, we may utilize interest-bearing debt as needed, while ensuring financial stability. Boost earning power through strategic investments to maximize operating cash flow.

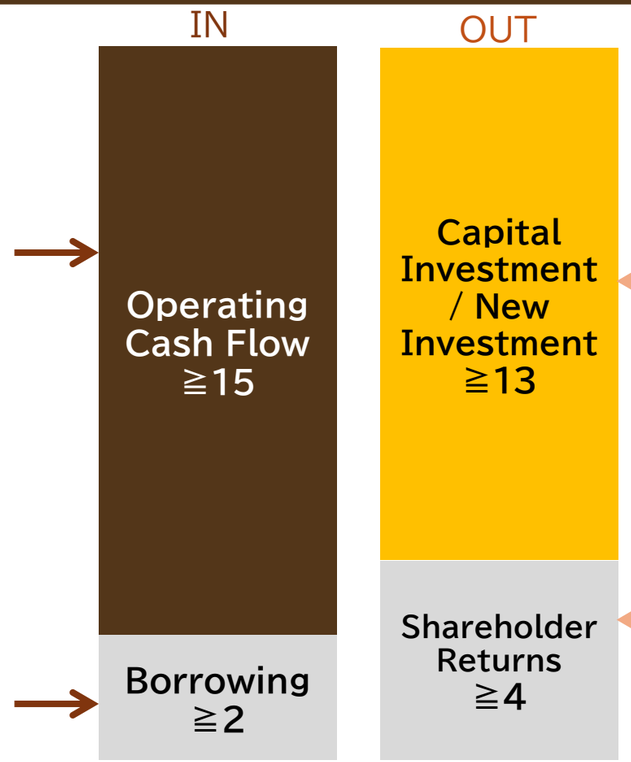
Cumulative Cash Flow Allocation for FY2024–2028 (Unit: Billion Yen)

Maximizing Operating Cash Flow

- Core Market: Create new domestic demand.
- Global Growth: Accelerate overseas expansion.
- New Segments: Foster new businesses via strategic investments.
- SKU Management: Advance management accounting to boost profitability.

Flexible Borrowing for Strategic Investments

- Cost of Capital: Focus on optimizing cost of capital to enhance shareholder value.
- Optimal Leverage: Balance financial stability and leverage.



Steady Execution of Capital and Strategic Investments

- Aging Plants: Renew facilities across 3 domestic sites (inc. Katagi).
- Global Expansion: Establish overseas offices & facilities.
- Strategic M&A: Explore M&A with clear existing synergies.

Stable Shareholder Returns

- 40% Payout Ratio: Ensure stable, base dividend returns.
- Additional Returns: Flexibly consider extra returns based on progress.

ひらけ、ごまの可能性。









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