

February 26, 2026

To Whom It May Concern

Company Name: Mandom Corporation
Representative: Ken Nishimura,
Representative Director and
President Executive Officer
(Prime Market of TSE,
Securities Code 4917)
Contact: Masanori Sawada,
CFO
Phone: +81-6-6767-5020

Notice regarding Results of the Tender Offer for the Company Shares by Kalon Holdings, Co., Ltd. and Changes in the Status of Parent Companies and Largest Shareholder (Which is Also a Major Shareholder)

Mandom Corporation (the “Company”) hereby announces as follows that the tender offer (the “Tender Offer”) for the common shares of the Company (the “Company Shares”) commenced on September 26, 2025 by Kalon Holdings, Co., Ltd. (the “Tender Offeror”) has concluded as of February 25, 2026. The Company also announces that, as a result of the Tender Offer, it is expected that there will be changes in the status of the parent companies and the largest shareholder (which is also a major shareholder) of the Company as of March 4, 2026 (the commencement date of the settlement of the Tender Offer) as described below.

1. Results of the Tender Offer

Today, the Company received from the Tender Offeror a report on the results of the Tender Offer as stated in the attachment titled “Notice regarding Results of Tender Offer for Shares, etc., of Mandom Corporation (Securities Code: 4917).” Since the total number of the Company Shares tendered in the Tender Offer (32,359,329 shares) was equal to or greater than the minimum number of shares to be purchased (25,285,200 shares), the Tender Offer has been successfully completed.

2. Changes in the status of parent companies and largest shareholder (which is also a major shareholder)

(1) Scheduled date of change

March 4, 2026 (the commencement date of the settlement of the Tender Offer)

(2) Background of the changes

Today, the Company received from the Tender Offeror a report to the effect that the Tender Offeror will acquire 32,359,329 Company Shares through the Tender Offer.

As a result, if the settlement of the Tender Offer is conducted, the ratio of the number of voting rights held by the Tender Offeror to those held by all shareholders of the Company will exceed 50% as of March 4, 2026 (the commencement date of the settlement of the Tender Offer). Consequently, the Tender Offeror will newly become a parent company and the largest shareholder (which is also a major shareholder) of the Company. In connection with this, Kalon J Group Holdings Co., Ltd., Lumina International Holdings Limited, Lumina Group Holdings Limited, and M.G. Group Holdings Limited, the parent companies of the Tender

Offeror, will indirectly come to hold Company Shares through the Tender Offeror, and thus those companies will also become parent companies of the Company.

- (3) Outline of the shareholders, etc. whose status will change
 (i) Outline of the shareholder who will newly become a parent company and the largest shareholder (which is also a major shareholder)

(1)	Name	Kalon Holdings Co., Ltd.	
(2)	Location	2-5, Kasumigaseki 3-chome, Chiyoda-ku, Tokyo	
(3)	Name and title of representative	Yukinori Sugiyama, Representative Director	
(4)	Description of business	Acquiring and holding the share certificates, etc. of the Company; controlling and managing the business activities of the Company	
(5)	Capital	300,005,000 yen	
(6)	Date of incorporation	July 23, 2025	
(7)	Large shareholders and their ownership percentages	Kalon J Group Holdings Co., Ltd.	100%
(8)	Relationships with the Company		
	Capital relationships	N/A	
	Personnel relationships	N/A	
	Transactional relationships	N/A	
	Status as related person	N/A	

- (ii) Outline of the party who will newly become a parent company

(1)	Name	Kalon J Group Holdings Co., Ltd.	
(2)	Location	2-5, Kasumigaseki 3-chome, Chiyoda-ku, Tokyo	
(3)	Name and title of representative	Yukinori Sugiyama, Representative Director	
(4)	Description of business	Acquiring and holding the share certificates, etc. of the Company; controlling and managing the business activities of the Company	
(5)	Capital	5,000 yen	
(6)	Date of incorporation	July 23, 2025	
(7)	Large shareholders and their ownership percentages	Lumina International Holdings Limited	100%
(8)	Relationships with the Company		
	Capital relationships	N/A	
	Personnel relationships	N/A	
	Transactional relationships	N/A	
	Status as related person	N/A	

- (iii) Outline of the party who will newly become a parent company

(1)	Name	Lumina International Holdings Limited
(2)	Location	Suite 2009-11, ICBC Tower, 3 Garden Road, Central, Hong Kong
(3)	Name and title of representative	John McGale, Director
(4)	Description of business	Acquiring and holding the share certificates, etc. of the Company; controlling and managing the business activities of the Company
(5)	Capital	1 yen
(6)	Date of incorporation	June 12, 2025
(7)	Large shareholders and their ownership percentages	Lumina Group Holdings Limited 100%
(8)	Relationships with the Company	
	Capital relationships	N/A
	Personnel relationships	N/A
	Transactional relationships	N/A
	Status as related person	N/A

(iv) Outline of the party who will newly become a parent company

(1)	Name	Lumina Group Holdings Limited
(2)	Location	Suite 2009-11, ICBC Tower, 3 Garden Road, Central, Hong Kong
(3)	Name and title of representative	John McGale, Director
(4)	Description of business	Acquiring and holding the share certificates, etc. of the Company; controlling and managing the business activities of the Company
(5)	Capital	1 yen
(6)	Date of incorporation	June 12, 2025
(7)	Large shareholders and their ownership percentages	M.G. Group Holdings Limited 100%
(8)	Relationships with the Company	
	Capital relationships	N/A
	Personnel relationships	N/A
	Transactional relationships	N/A
	Status as related person	N/A

(v) Outline of the party who will newly become a parent company

(1)	Name	M.G. Group Holdings Limited
(2)	Location	Suite 2009-11, ICBC Tower, 3 Garden Road, Central, Hong Kong

(3)	Name and title of representative	John McGale, Director		
(4)	Description of business	Acquiring and holding the share certificates, etc. of the Company; controlling and managing the business activities of the Company		
(5)	Capital	USD 100,000		
(6)	Date of incorporation	June 9, 2025		
(7)	Large shareholders and their ownership percentages	CVC Capital Partners Asia VI (A) L.P.	88.1 %	
		CVC Capital Partners Investment Asia VI L.P.	2.0 %	
		CVC Capital Partners Asia VI (B) SCSp	9.0 %	
(8)	Relationships with the Company			
	Capital relationships	N/A		
	Personnel relationships	N/A		
	Transactional relationships	N/A		
	Status as related person	N/A		

(4) Number of voting rights held by the shareholders, etc. before and after the change and their voting rights ratios

(i) Kalon Holdings Co., Ltd. (the Tender Offeror)

	Status	Number of voting rights (Voting rights ratios (Note))			Rank among large shareholders
		Direct holding	Those subject to aggregation	Total	
Before the change	-	-	-	-	-
After the change	Parent company and the largest shareholder (which is also a major shareholder)	323,593 (71.69%)	-	323,593 (71.69%)	First

Note: The “voting rights ratios” before and after the change are calculated using, as the denominator, the number of voting rights (451,363 rights) represented by the number of shares (45,136,364 shares) obtained by deducting the number of treasury shares held by the Company (3,132,848 shares) from the total number of issued shares of the Company (48,269,212 shares), in each case as of December 31, 2025 as stated in the Consolidated Business Results for the Nine Months Ended December 31, 2025 (Under Japanese GAAP) disclosed by the Company on February 6, 2026, and are rounded to two decimal places; the same applies to the figures of “voting rights ratios” indicated below.

(ii) Kalon J Group Holdings Co., Ltd.

	Status	Number of voting rights (Voting rights ratios)			Rank among large shareholders
		Direct holding	Those subject to aggregation	Total	
Before the change	-	-	-	-	-
After the change	Parent company (indirect holding of the Company Shares)	-	323,593 (71.69%)	323,593 (71.69%)	-

(iii) Lumina International Holdings Limited

	Status	Number of voting rights (Voting rights ratios)			Rank among large shareholders
		Direct holding	Those subject to aggregation	Total	
Before the change	-	-	-	-	-
After the change	Parent company (indirect holding of the Company Shares)	-	323,593 (71.69%)	323,593 (71.69%)	-

(iv) Lumina Group Holdings Limited

	Status	Number of voting rights (Voting rights ratios)			Rank among large shareholders
		Direct holding	Those subject to aggregation	Total	
Before	-	-	-	-	-

the change					
After the change	Parent company (indirect holding of the Company Shares)	-	323,593 (71.69%)	323,593 (71.69%)	-

(v) M.G. Group Holdings Limited

	Status	Number of voting rights (Voting rights ratios)			Rank among large shareholders
		Direct holding	Those subject to aggregation	Total	
Before the change	-	-	-	-	-
After the change	Parent company (indirect holding of the Company Shares)	-	323,593 (71.69%)	323,593 (71.69%)	-

(5) Changes in unlisted parent company, etc. subject to disclosure

As a result of the Tender Offer, the Tender Offeror, Kalon J Group Holdings Co., Ltd., Lumina International Holdings Limited, Lumina Group Holdings Limited, and M.G. Group Holdings Limited will become unlisted parent companies of the Company. However, the Tender Offeror, which is in a position that allows it to exercise influence over the Company through the direct holding of the Company Shares and is therefore deemed to have the greatest influence over the Company's decision-making and business activities, will be subject to disclosure as the Company's unlisted parent company, etc.

(6) Future prospects

As stated above, because the Tender Offeror has not acquired all of the Company Shares (excluding the treasury shares held by the Company) through the Tender Offer, the Tender Offeror plans to make the Tender Offeror the only shareholder of the Company (other than the Company itself) by implementing a series of procedures to take the Company Shares private (the "Squeeze-Out Procedures") as described in "(5) Policies on the organization restructuring, etc., after the Tender Offer (matters concerning the so-called two-step acquisition)" of "3. Details of and grounds and reasons for opinions on the Tender Offer" in the press release published by the Company on September 25, 2025 and titled "Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to

Tender Shares” (including matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on November 4, 2025, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on November 6, 2025, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on November 19, 2025, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on December 4, 2025, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on December 15, 2025, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on December 16, 2025, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on January 6, 2026, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on January 14, 2026, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on January 16, 2026, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on January 29, 2026, matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on February 9, 2026, and matters that have been amended in the “(Amendment) Notice regarding partial amendment to the “Notice regarding Expression of Opinion in favor of Implementation of MBO and Recommendation to Tender Shares”” published by the Company on February 10, 2026). Although the Company Shares are listed on the Prime Market of the Tokyo Stock Exchange, Inc. (the “TSE”) as of today, if the Squeeze-Out Procedures are implemented, the Company Shares will be delisted pursuant to the prescribed procedures in accordance with the criteria for delisting prescribed by the TSE. If the Company Shares are delisted, the Company Shares will no longer be traded on the TSE Prime Market.

The Company will announce the specific procedures and timing of the implementation thereof in the following months, and will announce other details promptly once determined after consulting with the Tender Offeror.

Attachment:

“Notice regarding Results of Tender Offer for Shares, etc., of Mandom Corporation (Securities Code: 4917)” dated February 26, 2026

End

[Solicitation Regulations]

This Press Release is intended to announce the Tender Offer to the public and has not been prepared for the purpose of soliciting an offer to sell shares. If shareholders wish to make an offer to sell their shares, they should first read the tender offer explanation statement concerning the Tender Offer and make an offer to sell their shares at their sole discretion. This Press Release shall neither be, nor constitute a part of, an offer or solicitation to sell, or solicitation of an offer to purchase, any securities, and neither this Press Release (or any part of this Press Release) nor its distribution shall be interpreted to constitute the basis of any agreement in relation to the Tender Offer, and this Press Release may not be relied upon at the time of entering into any such agreement.

[Forward-Looking Statements]

This Press Release contains “forward-looking statements” as defined in Section 27A of the U.S. Securities Act of 1933 (as amended) and Section 21E of the U.S. Securities Exchange Act of 1934 (as amended) (the “U.S. Securities Exchange Act of 1934”). It is possible that actual results may substantially differ from the projections, etc. as expressly or implicitly indicated in any “forward-looking statements” due to any known or unknown risks, uncertainties, or any other factors. Neither the Tender Offeror nor any of its affiliates gives any assurance that such projections, etc. expressly or implicitly indicated in any “forward-looking statements” will ultimately be accurate. The “forward-looking statements” included in this Press Release have been prepared based on the information available to the Tender Offeror as of this date, and unless otherwise required by applicable laws and regulations or Financial Instruments and Exchange Act, neither the Tender Offeror nor any of its affiliates is obliged for updating or modifying such statements in order to reflect any future events or circumstances.

[U.S. Regulations]

The Tender Offer will be conducted in accordance with the procedures and information disclosure standards prescribed in the Japanese law. However, these procedures and information disclosure standards are not necessarily the same as the procedures and information disclosure standards in the U.S. In particular, Section 13(e) and Section 14(d) of the U.S. Securities Exchange Act of 1934 and the rules prescribed thereunder do not apply to the Tender Offer; therefore, the Tender Offer is not conducted in accordance with those procedures or standards. The financial statements contained in this Press Release and reference materials thereof have not been prepared in accordance with the U.S. accounting standards. Accordingly, such financial information may not necessarily be equivalent or comparable to those prepared in accordance with the U.S. accounting standards. Moreover, as the Tender Offeror is a company incorporated outside of the U.S. and a part of or all of its directors are non-U.S. residents, it may be difficult to enforce any rights or claims arising under the U.S. federal securities laws. It may also be impossible to commence legal actions against a non-U.S. company or its officers in a non-U.S. court on the grounds of a violation of the U.S. securities laws. Furthermore, there is no guarantee that a corporation that is based outside of the U.S. or its subsidiaries or affiliated companies may be compelled to submit themselves to the jurisdiction of a U.S. court.

Unless otherwise provided, all procedures for the Tender Offer shall be conducted entirely in the Japanese language. Some or all of the documents relating to the Tender Offer are or will be prepared in the English language. However, if there is any inconsistency between the document in English and the document in Japanese, the Japanese document shall prevail. The Tender Offeror and its affiliate (including the Company) and their respective financial advisors and the affiliates of the Tender Offer Agent may, within their ordinary course of business and to the extent permitted under the related Japanese financial instruments and exchange laws and regulations, purchase or take actions to purchase the Company Shares for their own account or for their customers' accounts other than through the Tender Offer prior to the commencement of, or during the Tender Offer Period in accordance with the requirements of Rule 14e-5(b) under the U.S. Securities Exchange Act of 1934. If any information concerning such purchase, etc. is disclosed in Japan, disclosure of such information in English will be made by the person conducting such purchase, etc. on the website of such person.

[Other Countries]

The announcement, issuance, or distribution of this Press Release may be legally restricted in some countries or territories. In such case, shareholders should be aware of and comply with such restriction. The announcement, issuance, or distribution of this Press Release shall not be interpreted as an offer to purchase or solicitation of an offer to sell share certificates concerning the Tender Offer, but shall be interpreted simply as a distribution of information.

February 26, 2026

To whom it may concern

Company Name: Kalon Holdings Co., Ltd.
Name of Representative: Yukinori Sugiyama, Representative Director

Notice regarding Results of Tender Offer for Shares, etc., of Mandom Corporation (Securities Code: 4917)

Kalon Holdings Co., Ltd. (the “Tender Offeror”) decided, on September 25, 2025, to acquire the common shares (the “Target Company Shares”) of Mandom Corporation (a company listed on the Prime Market of the Tokyo Stock Exchange, Inc. (the “TSE”) with a Securities Code of 4917, the “Target Company”), through a tender offer (the “Tender Offer”) under the Financial Instruments and Exchange Act (Act No. 25 of 1948, as amended; the “Act”). The Tender Offer was conducted from September 26, 2025, and completed on February 25, 2026. As such, the Tender Offeror hereby reports the results as follows:

1. Outline of Purchase, etc.

(1) Name and Address of Tender Offeror

Name: Kalon Holdings Co., Ltd.

Address: 2-5, Kasumigaseki 3-chome, Chiyoda-ku, Tokyo

(2) Name of Target Company

Mandom Corporation

(3) Class of Shares, etc. relating to Purchase, etc.

Common shares

(4) Number of Shares, etc. to be Purchased

Number of Shares to be Purchased	Minimum Number of Shares to be Purchased	Maximum Number of Shares to be Purchased
40,467,222 shares	25,285,200 shares	— shares

(Note 1) If the total number of shares, etc. tendered in the Tender Offer (the “Tendered Shares, Etc.”) is less than the minimum number of shares to be purchased (25,285,200 shares), the Tender Offeror will not purchase any of the Tendered Shares, Etc. If the total number of the Tendered Shares, Etc. is equal to or greater than the minimum number of shares to be purchased (25,285,200 shares), the Tender Offeror will purchase all of the Tendered Shares, Etc.

(Note 2) The Tender Offeror does not intend to purchase the treasury shares held by the Target Company through the Tender Offer.

(Note 3) Since the maximum number of the shares to be purchased is not set in the Tender Offer, the number of shares to be purchased is described as 40,467,222 shares, which is the maximum number of shares, etc. to be purchased by the Tender Offeror in the Tender Offer. This relevant maximum number was obtained by deducting the number of treasury shares held by the Target Company as of June 30, 2025 (3,131,990 shares) and (i) all of the Target Company Shares held by the Nishimura International Scholarship Foundation (number of shares held: 3,600,000 shares) and (ii) all of the Target Company Shares held by M·N Holdings (number of shares held: 1,070,000 shares) from the total number of issued shares of the Target Company as of June 30, 2025 as stated in the First Quarterly Consolidated Financial Results for the Fiscal Year Ending March 2026 (Japanese GAAP) published by the Target Company on August 7, 2025 (48,269,212 shares).

(Note 4) Shares constituting less than one (1) unit are also subject to the Tender Offer. In the event that the shareholders of the Target Company exercise their right to require the Target Company to purchase fractional shares of less than one (1) unit in accordance with the Companies Act (Act No.86 of 2005, as amended), the Target Company may purchase its own shares during the purchase, etc. period of the Tender Offer (the “Tender Offer Period”) in accordance with the procedures prescribed by the applicable laws and regulations.

(5) Period of Purchase, etc.

(i) Period of Purchase, etc.

From September 26, 2025 (Friday) through February 25, 2026 (Wednesday) (98 business days)

(ii) Possibility of Extension Pursuant to Request by the Target Company

Not applicable.

(6) Price of Purchase, etc.

JPY 3,105 per of common share

2. Results of Purchase, etc.

(1) Outcome of Tender Offer

The Tender Offer was subject to the condition that, if the total number of the Tendered Shares is less than the minimum number of shares to be purchased (25,285,200 shares), the Tender Offeror will not purchase any of the Tendered Shares. As the total number of the Tendered Shares (32,359,329 shares) exceeded the minimum number of shares to be purchased (25,285,200 shares), the Tender Offeror will acquire all of the Tendered Shares as described in the public notice of the commencement of the Tender Offer (including the matters amended by the public notices of the changes to the terms and conditions of the Tender Offer for shares, etc. thereafter. Hereinafter, the same.) and the tender offer registration statement (including the

matters amended by the amendments to the tender offer registration statement filed thereafter. Hereinafter, the same.).

(2) Date of Public Notice of Results of Tender Offer, and Name of Newspaper for Public Notice

Pursuant to the provision of Article 27-13, Paragraph 1 of the Act, on February 26, 2026, the Tender Offeror announced to the press, at the TSE, the results of the Tender Offer, by the method prescribed in Article 9-4 of the Order for Enforcement of the Financial Instruments and Exchange Act (Cabinet Order No. 321 of 1965, as amended) and Article 30-2 of the Cabinet Office Ordinance on Disclosure Required for Tender Offer for Share Certificates, Etc. by Person Other than Issuer (Ministry of Finance Ordinance No. 38 of 1990, as amended, the “Cabinet Office Order”).

(3) Number of Shares, etc. Purchased, etc.

Class of Share, etc.	(i) Number of Tendered Shares After Conversion	(ii) Number of Purchased Shares After Conversion
Shares	32,359,329 shares	32,359,329 shares
Stock Acquisition Rights	—	—
Bonds with Stock Acquisition Rights	—	—
Trust Beneficiary Certificate for Shares ()	—	—
Depository Receipts for Shares ()	—	—
Total	32,359,329 shares	32,359,329 shares
(Total Number of Dilutive Shares)	(—)	(—)

(4) Percentage of Ownership of Shares, etc. after Purchase, etc.

Number of Voting Rights Represented by Shares, etc. Held by Tender Offeror Before the Purchase, etc.	— voting rights	(Percentage of Ownership of Shares, etc. Before the Purchase, etc.: —%)
Number of Voting Rights Represented by Shares, etc. Held by Specially Related Parties Before the Purchase, etc.	81,997 voting rights	(Percentage of Ownership of Shares, etc. Before the Purchase, etc.: 18.17%)

Number of Voting Rights Represented by Shares, etc. Held by Tender Offeror After the Purchase, etc.	323,593 voting rights	(Percentage of Ownership of Shares, etc. After the Purchase, etc.: 71.69%)
Number of Voting Rights Represented by Shares, etc. Held by Specially Related Parties After the Purchase, etc.	47,633 voting rights	(Percentage of Ownership of Shares, etc. After the Purchase, etc.: 10.55%)
Number of Voting Rights of All Shareholders, etc. of the Target Company	451,038 voting rights	

(Note 1) “Number of Voting Rights Represented by Shares, etc. Held by Specially Related Parties Before the Purchase, etc.” and “Number of Voting Rights Represented by Shares, etc. Held by Specially Related Parties After the Purchase, etc.” are the total number of voting rights represented by shares, etc. held by each of the Specially Related Parties (excluding those who are excluded from the Specially Related Parties in accordance with Article 3, Paragraph 2, Item 1 of the Cabinet Office Order in the calculation of the percentage of ownership of shares, etc. in each item of Article 27-2, Paragraph 1 of the Act).

(Note 2) “Number of Voting Rights of All Shareholders, etc. of the Target Company” is the number of voting rights of all shareholders (the number of shares per unit is listed as 100 shares) stated in the 109th Semi-Annual Securities Report filed by the Target Company on November 14, 2025. However, in the Tender Offer, because shares of less than one (1) unit (excluding the fractional shares of less than one (1) unit which are held as treasury shares by the Target Company) are also subject to the Tender Offer, in the calculation of “Percentage of Ownership of Shares, etc. Before the Purchase, etc.,” and “Percentage of Ownership of Shares, etc. After the Purchase, etc.,” the number of voting rights (451,363 voting rights) represented by the number of shares (45,136,364 shares) obtained by deducting the number of treasury shares held by the Target Company as of December 31, 2025 (3,132,848 shares) from the total number of issued shares of the Target Company as of December 31, 2025 stated in the “Consolidated Business Results for the Nine Months Ended December 31, 2025 (Under Japanese GAAP)” published by the Target Company on February 6, 2026 (48,269,212 shares), is used as the denominator.

(Note 3) With respect to “Percentage of Ownership of Shares, etc. Before the Purchase, etc.” and “Percentage of Ownership of Shares, etc. After the Purchase, etc.” the figures are rounded to two decimal places.

(5) Calculation in Case Where Purchase, etc. under Tender Offer is Conducted by Proportional Distribution Method
Not applicable.

(6) Method of Settlement

- (i) Name and location of the head office of financial instruments business operators or banks etc. in charge of the settlement of purchase, etc.

Nomura Securities Co., Ltd. 1-13-1, Nihonbashi, Chuo-ku, Tokyo

- (ii) Commencement date of settlement

March 4, 2026 (Wednesday)

- (iii) Method of settlement

A notice of purchase, etc. through the Tender Offer will be mailed to the addresses of persons who accepted the offer for the purchase of, or persons who offered to sell, the shares, etc. relating to the Tender Offer (the “Tendering Shareholders”) (or the addresses of their standing proxies in the case of shareholders, etc. who are residents of foreign countries and do not have a tradable account with the tender offer agent (including corporate shareholders, etc.)) without delay after the expiry of the Tender Offer Period.

Payment for the shares, etc. will be made in cash. The Tendering Shareholders may receive the proceeds from the sale through the Tender Offer without delay after the commencement date of the settlement by the method specified by the Tendering Shareholders, such as remittance (remittance fees may apply).

3. Policies, etc. after Tender Offer and Future Prospects

There is no change to the policies, etc. after the Tender Offer and future outlook from those described in the public notice of the commencement of the tender offer and the tender offer registration statement relating to the Tender Offer.

The Tender Offeror plans to implement a series of procedures to make the Tender Offeror the sole shareholder of the Target Company and to take the Target Company Shares private (the “Squeeze-Out Procedures”). As of today, the Target Company Shares are listed on the TSE Prime Market. However, if the Tender Offeror implements the Squeeze-Out Procedures, the Target Company Shares will be delisted pursuant to the procedures prescribed by the TSE in accordance with the TSE’s delisting criteria. After the delisting, the Target Company Shares will no longer be traded on the TSE Prime Market. Specific procedures and the timing of their implementation regarding the above will be promptly announced by the Target Company as soon as they are determined upon consultation between the Tender Offeror and the Target Company.

4. Location at which Copy of Tender Offer Report is Available to Public

Kalon Holdings Co., Ltd.

(2-5, Kasumigaseki 3-chome, Chiyoda-ku, Tokyo)

Tokyo Stock Exchange, Inc.

(2-1, Nihonbashi Kabuto-cho, Chuo-ku, Tokyo)

End

[Solicitation Regulations]

This press release is intended to announce the Tender Offer to the public and has not been prepared for the purpose of soliciting an offer to sell shares. If shareholders wish to make an offer to sell their shares, they should first read the Tender Offer Explanation Statement concerning the Tender Offer and make an offer to sell their shares at their sole discretion. This Press Release shall neither be, nor constitute a part of, an offer or solicitation to sell, or solicitation of an offer to purchase, any securities, and neither this Press Release (or any part of this Press Release) nor its distribution shall be interpreted to constitute the basis of any agreement in relation to the Tender Offer, and this Press Release may not be relied upon at the time of entering into any such agreement.

[Forward-Looking Statements]

This Press Release contains “forward-looking statements” as defined in Section 27A of the U.S. Securities Act of 1933 (as amended) and Section 21E of the U.S. Securities Exchange Act of 1934 (as amended) (the “U.S. Securities Exchange Act of 1934”). It is possible that actual results may substantially differ from the projections, etc. as expressly or implicitly indicated in any “forward-looking statements” due to any known or unknown risks, uncertainties, or any other factors. Neither the Tender Offeror nor any of its affiliates gives any assurance that such projections, etc. expressly or implicitly indicated in any “forward-looking statements” will ultimately be accurate. The “forward-looking statements” included in this Press Release have been prepared based on the information available to the Tender Offeror as of this date, and unless otherwise required by applicable laws and regulations or Rules of Financial Instruments and Exchange, neither the Tender Offeror nor any of its affiliates is obliged to update or modify such statements in order to reflect any future events or circumstances.

[U.S. Regulations]

The Tender Offer will be conducted in accordance with the procedures and information disclosure standards prescribed in the Japanese law. However, these procedures and information disclosure standards are not necessarily the same as the procedures and information disclosure standards in the U.S. In particular, Section 13(e) and Section 14(d) of the U.S. Securities Exchange Act of 1934 and the rules prescribed thereunder do not apply to the Tender Offer; therefore, the Tender Offer will not be conducted in accordance with those procedures or standards. The financial statements contained or referred to in this Press Release and reference materials thereof have not been prepared in accordance with the U.S. accounting standards. Accordingly, such financial information may not necessarily be equivalent or comparable to those prepared in accordance with the U.S. accounting standards. Moreover, as the Tender Offeror is a company incorporated outside of the U.S. and a part of or all of its directors are non-U.S. residents, it may be difficult to enforce any rights or claims arising under the U.S. federal securities laws. It may also be impossible to commence legal actions against a non-U.S. company or its directors in a non-U.S. court on the grounds of a violation of the U.S. securities laws. Furthermore, there is no guarantee that a corporation that is based outside of the U.S. or its subsidiaries or affiliated companies may be compelled to submit themselves to the jurisdiction of a U.S. court.

Unless otherwise provided, all procedures for the Tender Offer shall be conducted entirely in the Japanese language. Some or all of the documents relating to the Tender Offer are or will be prepared in the English language. However, if there is any inconsistency between the document in English and the document in Japanese, the Japanese document shall prevail.

The Tender Offeror and its affiliate (including the Target Company) and their respective financial advisors and the affiliates of the Tender Offer Agent may, within their ordinary course of business and to the extent permitted under the related Japanese financial instruments and exchange laws and regulations, purchase or take actions to purchase the Target Company Shares for their own account or for their customers’ accounts other than through the Tender Offer prior to the commencement of, or during the Tender Offer Period in accordance with the requirements of Rule 14e-5(b) under the U.S. Securities Exchange Act of 1934. If any information concerning such purchase, etc. is disclosed in Japan, disclosure of such information in English will be made by the person who conducted such purchase, etc. on the website of such person.

[Other Countries]

The announcement, issuance, or distribution of this Press Release may be legally restricted in some countries or territories. In such case, shareholders should be aware of and comply with such restriction. The announcement, issuance, or distribution of this Press Release shall not be interpreted as an offer to purchase or solicitation of an offer to sell share certificates concerning the Tender Offer, but shall be interpreted simply as a distribution of information.