

June 1, 2026

To Whom It May Concern:

Company Name: NAGASE & CO., LTD.
Representative: Hiroyuki Ueshima,

Representative Director,
President and CEO

Stock Exchange Listings: Tokyo (Prime Market) Code 8012

Contact: Toshio Wakuda,
Executive Officer, General Manager,
Human Resources & Risk Management Dept.
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NAGASE & CO., LTD. hereby announces the following organizational and personnel changes with effect on July 1, 2026.

1. Organizational Changes

1. Abolish Functional Materials Segment, Advanced Materials & Processing Segment, Mobility Segment, Electronics & Energy Segment, and Life & Healthcare Segment
2. Establish Materials Segment
Transfer Performance Chemicals Department, Speciality Chemicals Department, Polymer Global Account Department, and Mobility Solutions Department to Materials Segment
3. Establish Electronics Segment
Transfer Electronics Department and Advanced Functional Materials Department to Electronics Segment
4. Establish Life Sciences Segment
Transfer Life & Healthcare Products Department to Life Sciences Segment

2. Personnel Changes

【New】	【Present】	
Business Development Corporate Planning Life Sciences Segment (Head of Segment) Americas (CEO)	Functional Materials Life & Healthcare Business Development Europe and Americas Corporate Planning Americas (CEO)	<u>Mr. Tamotsu Isobe</u> Director Executive Officer
Materials Segment (Head of Segment) Electronics Segment (Head of Segment)	Advanced Materials&Processing Electronics&Energy Mobility Asia(Greater China,ASEAN,India,Korea,Taiwan)	<u>Mr. Masatoshi Kamada</u> Senior Managing Executive Officer