

Basic

IR Materials

NAGASE & CO., LTD.

Stock exchange listing : Tokyo (Prime Market)

Code number : 8012

 **NAGASE** | Delivering next.

NAGASE's Management Philosophy

誠実正道

Maintaining the highest standards of integrity

We recognize our responsibility to society and offer beneficial products and services while maintaining the highest standards of integrity. Through our growth, we will contribute to society and enrich the lives of our employees.

NAGASE's History of Value Creation

Founding as a Dyestuff Wholesaler

International Expansion

Strengthening of Manufacturing,
Processing and R&D Functions

Co-creation with Partners

1832-

Founding

The NAGASE Group traces its roots to 1832 when founder Denbei Nagase established Urokogataya, a dyestuffs wholesale business that handled safflower, *funari* seaweed and starches in Nishijin, Kyoto. Later on, we established a foothold in the chemical industry by starting to handle synthetic dyes in addition to natural dyes.



Founder Denbei Nagase



General Electric Co. (GE)

1901-

Forging Ties with Leading Overseas Manufacturers

Entering the 1900s, the NAGASE Group started doing business with overseas manufacturers to pursue the possibilities of chemicals. As it expanded its import business, NAGASE established an office in Lyon, France in 1901. That spurred the expansion of partnerships with overseas manufacturers, including Basel Chemical Co. of Switzerland, as well as Eastman Kodak Co. (now Kodak) and DuPont of the U.S. While importing state-of-the-art products from overseas, including technology not yet available in Japan, and making great strides as a trading company specializing in chemical products, the NAGASE Group delivered new value.

1970-

Enhancing Functions as a Manufacturer

Since its founding, the NAGASE Group has engaged in diverse operations. In 1970, it established Nagase-CIBA Ltd. (now Nagase ChemteX Corporation) as a joint venture with Ciba for manufacturing epoxy resins. The following year, it established Engineering Plastics, Ltd. in a 50-50 joint venture with GE. It also built several new plants as part of steps to strengthen and expand its manufacturing, processing, and other functions as a manufacturer.



Panoramic view of Ciba in 1893



Nagase Bio-Innovation Center

1990-

Demonstrating Superior R&D Capabilities

From the 1990s, the NAGASE Group began enhancing its R&D functions in earnest. In 1990, it established the Nagase R&D Center (now the Nagase Bio-Innovation Center) as a base for R&D into bio-related materials. In the 2000s, it established Nagase ChemteX (Wuxi) Corporation in China as an epoxy resin plant for Nagase ChemteX Corporation. It also made Pac Tech-Packaging Technologies GmbH of Germany a subsidiary. In 2007, it opened the Nagase Application Workshop, an open innovation laboratory, in a push to also secure an advantage in R&D functions.

2010-

Gearing Up the Food Ingredients Business

In the 2010s, biotechnology also started to gain more attention. In 2012, the NAGASE Group made the biotechnology specialist Hayashibara Co., Ltd. a subsidiary to strengthen its food ingredients business. In 2019, it made Prinova Group LLC, a U.S.-based company that sells and processes food ingredients and has a global sales network, a subsidiary. By generating synergies among the new Group companies, NAGASE brought its food ingredients business into full swing and global development.



Prinova Group LLC



2020-

Promoting Sustainability

Following on from the establishment of the Sustainability Committee and the formulation of the Sustainability Basic Policy in 2020, the Group set non-financial targets in the Medium-term Management Plan ACE 2.0. The Group aims to help solve social and environmental issues to realize the sustainable growth of both the Group itself and society as a whole. In April 2023, Hayashibara Co., Ltd. was merged with the biochemical products division of Nagase ChemteX Corporation, thereby realizing a further strengthening of the Group's biotech business. The NAGASE Group is building up the Group's foundations in order to contribute toward the realization of a sustainable society.

Fiscal year ended March 31, 1967
(non-consolidated)

Net sales: **¥65.0** billion

Total assets: **¥27.5** billion

Operating income: **¥1.8** billion

Fiscal year ended March 31, 1987
(non-consolidated)

Net sales: **¥430.5** billion

Total assets: **¥193.6** billion

Operating income: **¥6.4** billion

Fiscal year ended March 31, 2007
(consolidated)

Net sales: **¥701.3** billion

Total assets: **¥422.8** billion

Operating income: **¥21.6** billion

Fiscal year ended March 31, 2025
(consolidated)

Net sales: **¥972.7** billion

Total assets: **¥871.5** billion

Operating income: **¥44.7** billion

Who is NAGASE?

A Company Whose Mission is to Solve Manufacturing Issues Through Materials

NAGASE

Bio-Materials

Chemicals

Materials

Resin

Inorganic
Materials

Solutions

Social and
Environmental
Issues

Consumer
Needs

Creating
Sustainable
Societies

Solving Social Issues
Fulfilling Consumer Needs

Markets

Food

Electrical
Equipment

Semiconductors

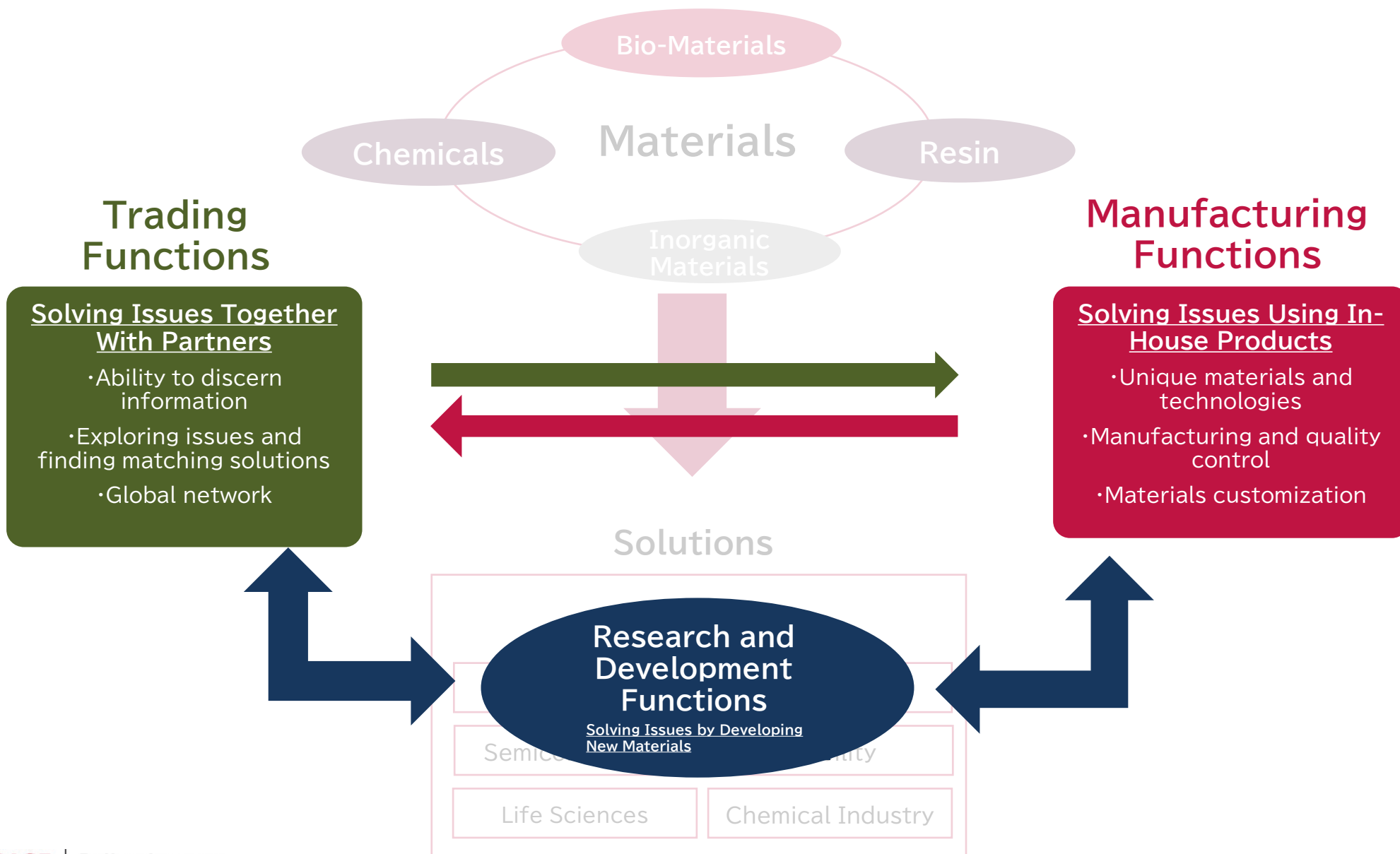
Mobility

Life Sciences

Chemical Industry

NAGASE Group Strengths

A Company Whose Mission is to Solve Manufacturing Issues Through Materials

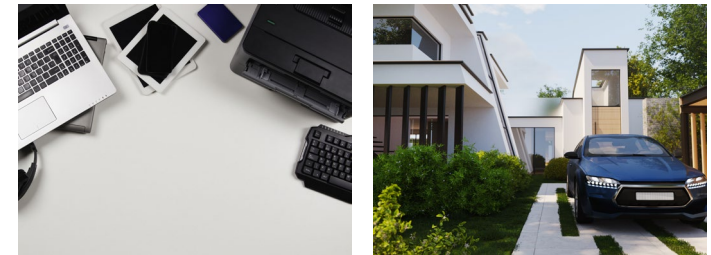


Business Segments

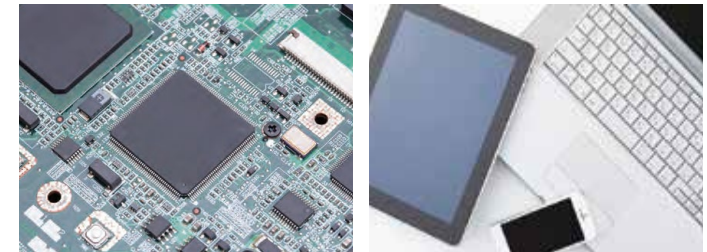
Supporting diverse industries through our 3 core business segments:
chemicals and food ingredients.

Segments	Main Related Industries <Listed in descending order of impact on each segment's performance>
Materials	Electrical and Electronic Equipment
	Automobiles
	Coatings
Electronics	Semiconductors
	Smartphones
Life Sciences	Food
	Cosmetics
	Medical

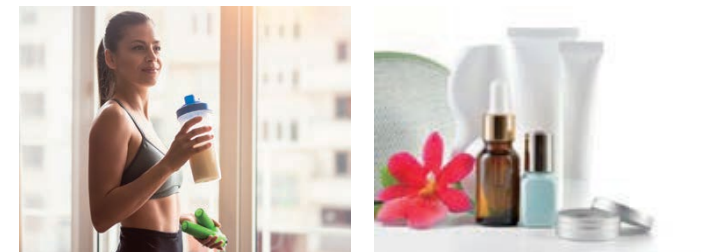
Materials



Electronics

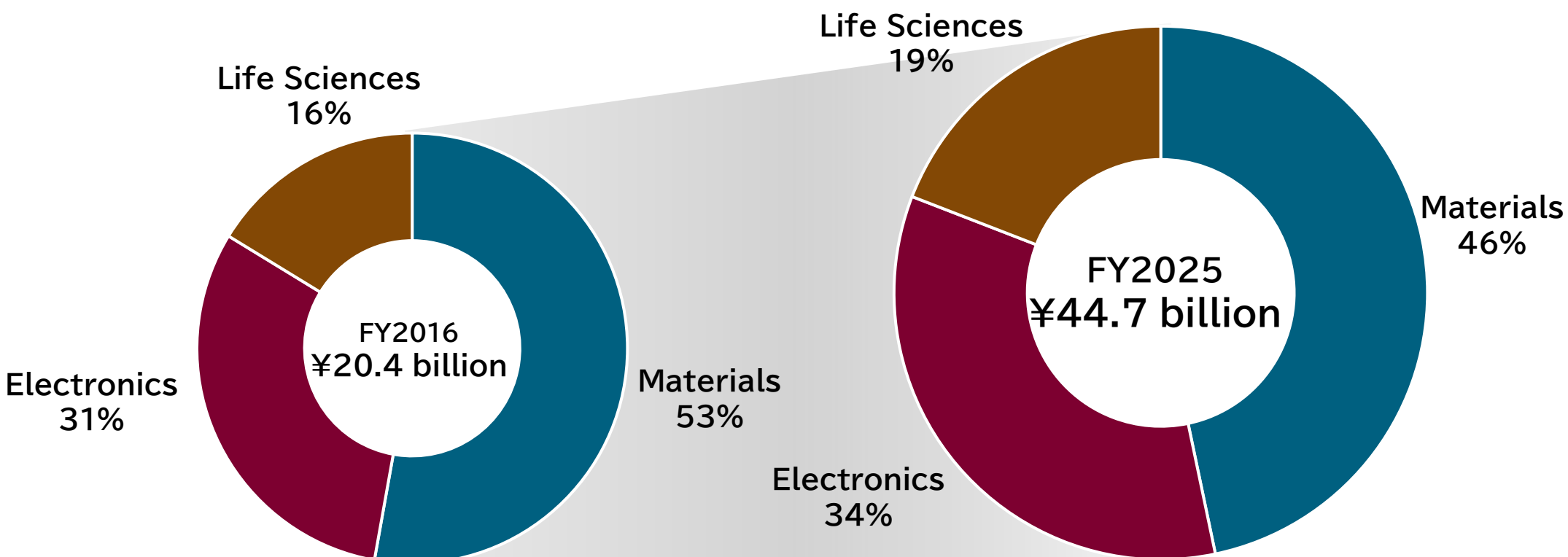


Life Sciences



Operating income By Segment

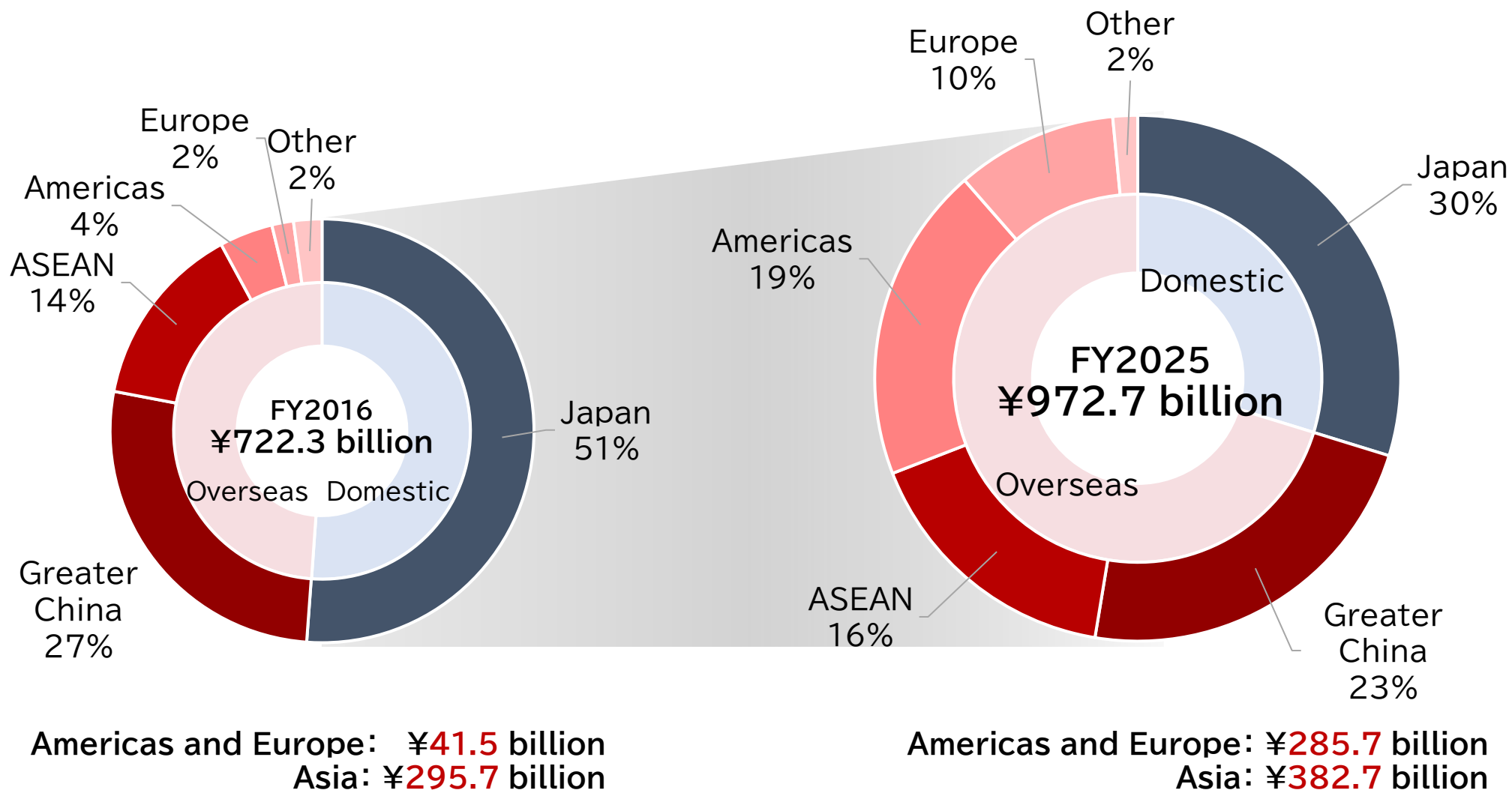
Strengthening the earnings base by expanding business in the Electronics and Life Sciences segments.



- * The calculation of the operating income composition ratio does not include Corporate & Others segments.
- * Effective from fiscal year 2026, we have revised our allocation method for corporate expenses to improve the accuracy of segment performance management. Accordingly, the figures for fiscal year 2025 are approximate estimates and may be subject to change.
- * Effective from fiscal year 2026, segment names have been changed as follows: Functional Materials, Advanced Materials & Processing, and Mobility to "Materials"; Electronics & Energy to "Electronics"; and Life & Healthcare to "Life Sciences."

Overseas Sales By Region

Expand operations in Europe and the Americas to stabilize our regional portfolio.

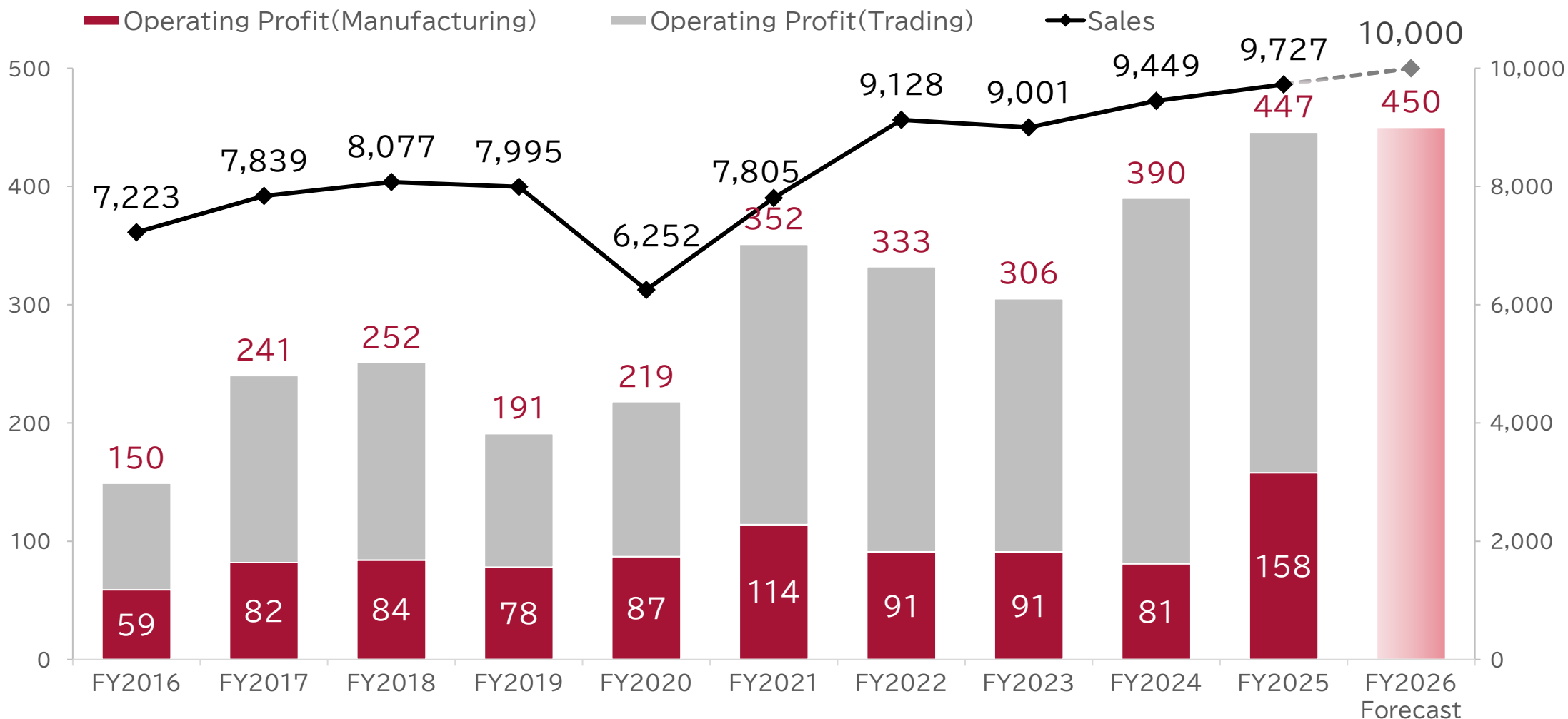


* Figures for FY2016 are aggregated by destination, while figures for FY2025 are aggregated based on the location of the respective companies.
 * Net sales for FY2025 reflect the application of the Accounting Standard for Revenue Recognition.

Historical Performance and Forecast

On track to achieve record-high profits for the third consecutive year.
Manufacturing operating profit grew approximately threefold over the past decade.

(100 Millions of yen)

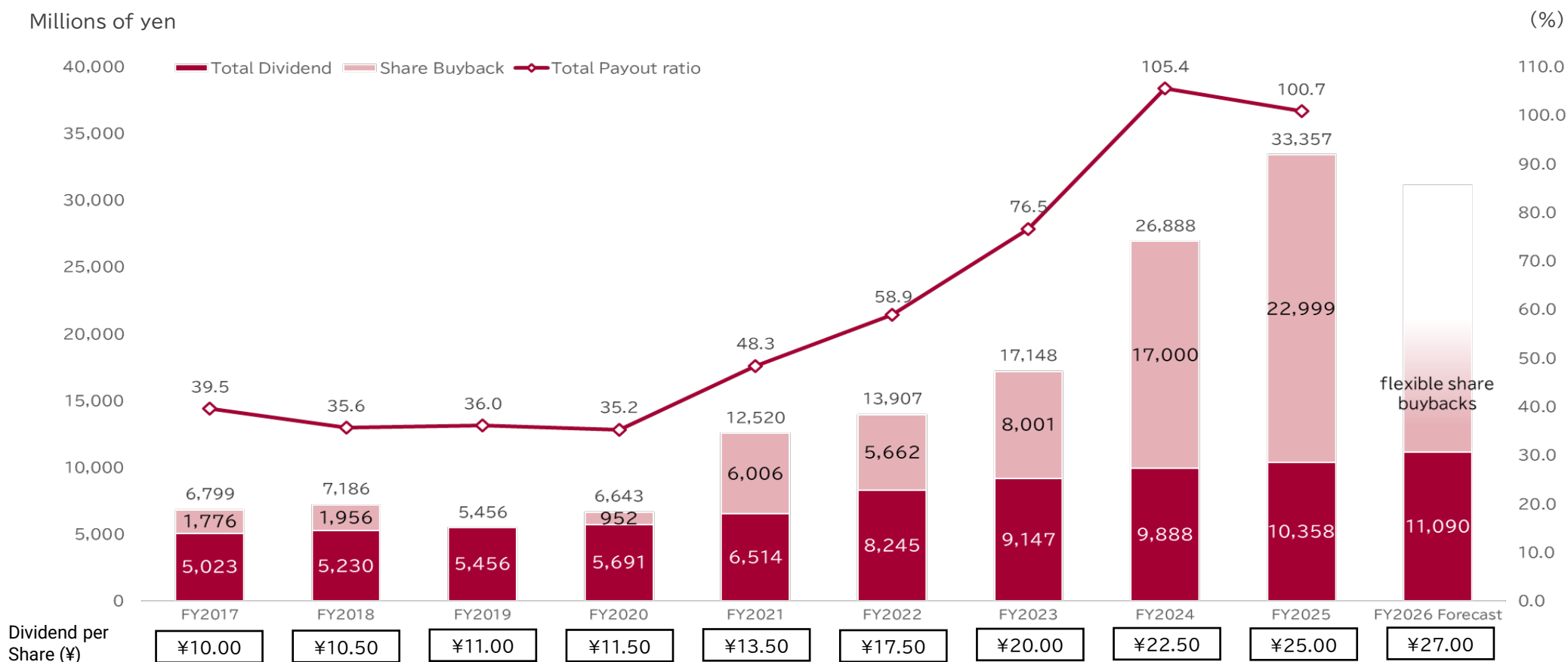


* At the beginning of FY2021, the Company adopted the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020). Net sales of FY2020 reflect a retroactive application of this accounting standard.

Shareholder Returns

- ▶ We will execute stable dividend increases over the three years through fiscal 2028, with flexible share buybacks (Guideline for flexibility: 30% EPS growth over three years)
- ▶ We plan to pay ¥27 per share for the fiscal 2026, consisting of an interim dividend of ¥13 per share and a year-end dividend of ¥14 per share (forecasting a 17th consecutive year of dividend increases).
- ▶ Conducted a four-for-one stock split effective April 1, 2026.

Millions of yen



* FY2025 year-end dividend to be submitted for approval to the 111th general meeting of shareholders scheduled for June 2026.

* Per-share dividends are presented on a post-split basis, reflecting the four-for-one stock split that went into effect April 1, 2026.

Trends in Evaluations by External Rating Agencies

External Organizations		Highest Score	FY2019 Results	FY2020 Results	FY2021 Results	FY2022 Results	FY2023 Results	FY2024 Results	FY2025 Results
FTSE		5.0	1.2	1.9	2.7	3.5	4.2	4.2	4.2
MSCI		AAA	BB	BB	BBB	A	A	A	AA
P D C	Climate Change	A	C	B	B	A-	A-	A-	A
	Water	A	C	B	A-	A	A	A	A
	Forest	A	C-	C	C	B	B	B	B
	Supply Chain Engagement	A	—	—	—	A(leader)	A(leader)	A(leader)	A(leader)
Ecovadis [NAGASE Group]		Platinum (100)	— (41)	Bronze	— (43)	Bronze	Silver	Silver	Silver

New Medium-Term Management Plan

Walk the Talk 2028

Top Message

Over the past five years, we have worked to build a resilient management foundation capable of responding to rapid changes in the external environment by strengthening the earnings base and improving management speed and efficiency. As a result, we have transformed ourselves into an organization capable of delivering results and have achieved our KGIs. I am deeply grateful for the understanding and support of all our stakeholders.

In launching the New Medium-Term Management Plan this fiscal year, we have realistically recognized that changes in the external environment will become even more intense. To enable timely scenario reviews, agile decision-making, and disciplined execution, we have revised the planning period from the previous five years to two consecutive three-year cycles.

The new plan is positioned as “Building the Foundation for Exponential Growth”, with the aim of achieving a market capitalization of JPY 1 trillion at the earliest opportunity. We are fully aware that we are still far from that level today. Over these three years, we aim to close this gap by scaling our business, strengthening our resilience, and above all, developing the human capital that will drive our growth.

To achieve this goal, we will improve capital efficiency and enhance the earnings structure of our existing businesses. At the same time, we will fully leverage our three core functions — trading, manufacturing, and R&D — to create high added value across the entire value chain in a way that only NAGASE can deliver.

People are the source of all execution capabilities at NAGASE. We position people as our most critical management capital, and by strengthening individual capabilities and harnessing them collectively, we will break through the limits of our organization.

By working together across the Group to execute this plan and fully leveraging our strengths, we will achieve sustainable growth and enhance corporate value.

NAGASE & CO., LTD.
Representative Director and President

工島 泰之



Core Policies of ACE 2.0

Under ACE 2.0, we set an overarching goal to transform our earnings structure and corporate culture, and to advance our “pursuit of quality” through building a strong earnings foundation and fostering a growth-oriented mindset.

Reform of Profit Structure

- ① **Pursuit of profitability and efficiency**
 - Execute company-wide business portfolio restructuring and resource reallocation
- ② **Strengthen existing businesses**
 - Expand business opportunities through globalization
 - Improve productivity of manufacturing businesses and expand value-added through technical innovation
- ③ **Create sustainable businesses**

Reform of Corporate Culture

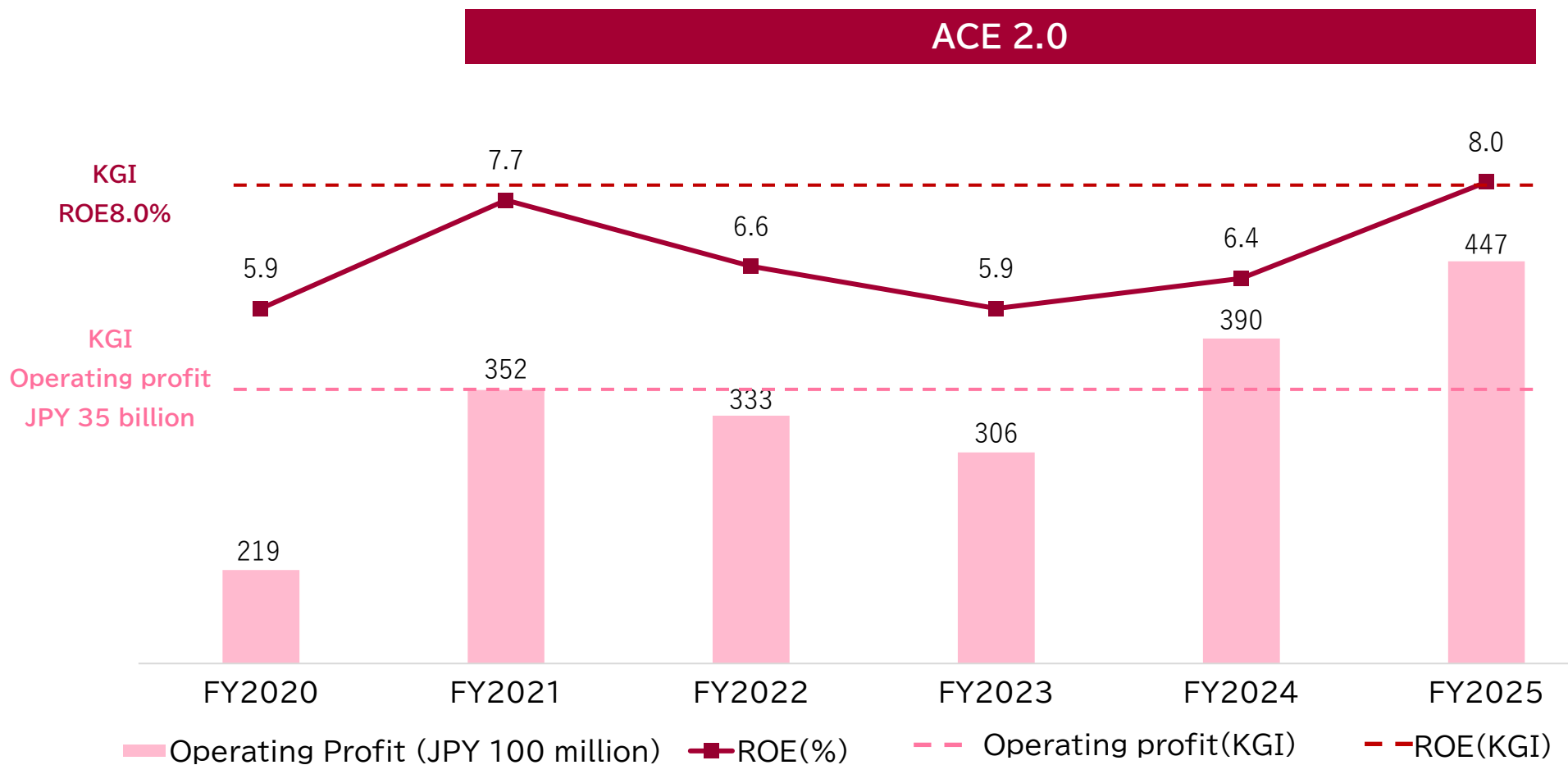
- ① **Pursuit of economic and social value**
 - Fostering a sustainability mindset, and rigorous monitoring of financial and non-financial indicators
- ② **Pursuit of efficiency**
 - Deepen awareness of capital efficiency
 - Improve productivity of core operations
- ③ **Strengthen human capital to drive reforms**

Functions supporting reforms

- ① Accelerate DX further ② Promote sustainability ③ Strengthen corporate functions

Quantitative Targets: Status of KGI Achievement

Through return-focused management and accelerated decision-making, we implemented various initiatives to transform into a lean and resilient organization. As a result, we achieved both KGIs: a sustainable operating profit of JPY 35 billion and an ROE of 8.0% or higher.



Quantitative Targets: Non-Financial Targets / KPIs

We achieved the non-financial targets under our sustainability initiatives. We also established and monitored three financial KPIs to promote return-focused management, resulting in stronger profitability.

■ Non-Financial Targets

Project	FY2025 Targets	FY2025 Results
Carbon Neutrality	Reduction of Scope 1 and 2 emissions by 37% or more compared with FY2013	Achieved (49.2%)
Employee Engagement	(Standalone) Engagement survey score: 60 over	Achieved (61.7)
	(Group) Employee Engagement Survey implementation rate: 100%	Achieved (100%)

■ KPI

Project	KPI	FY2020	FY2025
3 Indicators for Return-focused Management	Gross profit ratio	18.3%	19.3%
	General & Administrative expense ratio (<i>G&A / Gross profit</i>)	67.9%	63.8%
	Selling expense ratio (<i>Selling expenses / Sales</i>)	2.4%	2.4%

Looking Back on the “Pursuit of Quality”

We shifted our business portfolio from a business-based to a function-based structure, allocating resources to our manufacturing functions (Semiconductor, Food, and Life Science) while restructuring and exiting unprofitable businesses. Through return-focused management, we enhanced profitability and reorganized group companies to reinforce our existing businesses.

Reform of Profit Structure

① Pursuit of profitability and efficiency

- Strengthened manufacturing capabilities in Semiconductor, Food, and Life Science
Acquired Asahi Kasei Pharma’s Diagnostics Business, SACHEM’s Asian Business and Aplinova (Brazilian food ingredient distributor)
- **Exited unprofitable businesses**, including the North American color former business and resin compounding business

② Strengthen existing businesses

- **Reorganized group companies in the chemical and bio-related fields**
- Improved gross profit margins through return-focused management

③ Create sustainable businesses

- Introduced the concept of **“Uniqueness”** to drive business creation by leveraging the integrated strengths of manufacturing, trading, and R&D capabilities.

Reform of Corporate Culture

① Pursuit of economic and social value

- **Set and achieved non-financial targets**
- Reviewed and updated our materiality

② Pursuit of efficiency

- Promoted shareholder-oriented management and expanded stock-based compensation

③ Strengthen human capital to drive reforms

- Expanded future leadership development programs, introduced “CEO accompaniment program” and “cross-divisional secondment program”
- Introduced field-led talent development framework (Business Department CHRO system)
- Increased participation in the employee stock ownership plan (37.8% → 90.3%)

Functions supporting reforms

Established Nagase Future Investments (Launch of a CVC)

Ongoing Issues

- Enhancement of DX capabilities
- Improvement of productivity in corporate functions
- Improvement in the ratio of cross-shareholdings to net assets

Reference

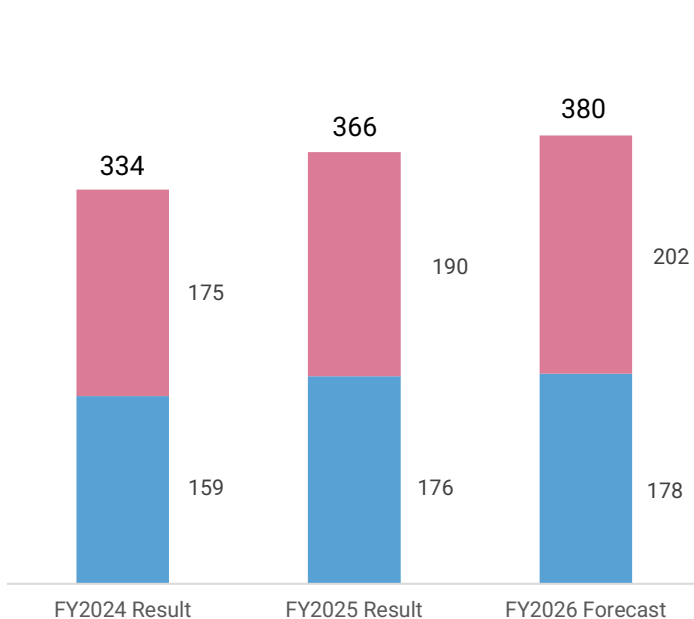
Progress in the “Focus Domain”

We actively invested capital in the semiconductor, food, and life science areas. We strengthened the Group’s manufacturing capabilities and worked to build an earnings base with a clear focus on capital efficiency.

【Gross profit of the Focus Domain】

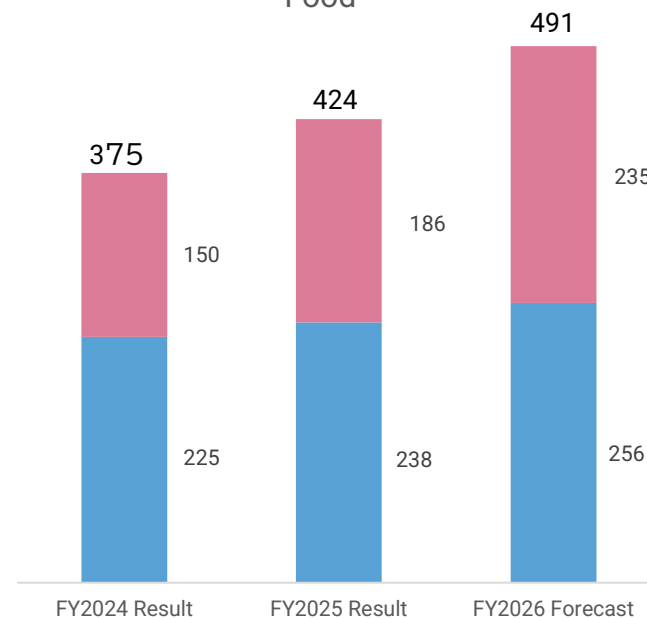
■ Focus
■ Foundation
Unit: JPY 100 million

Semiconductor



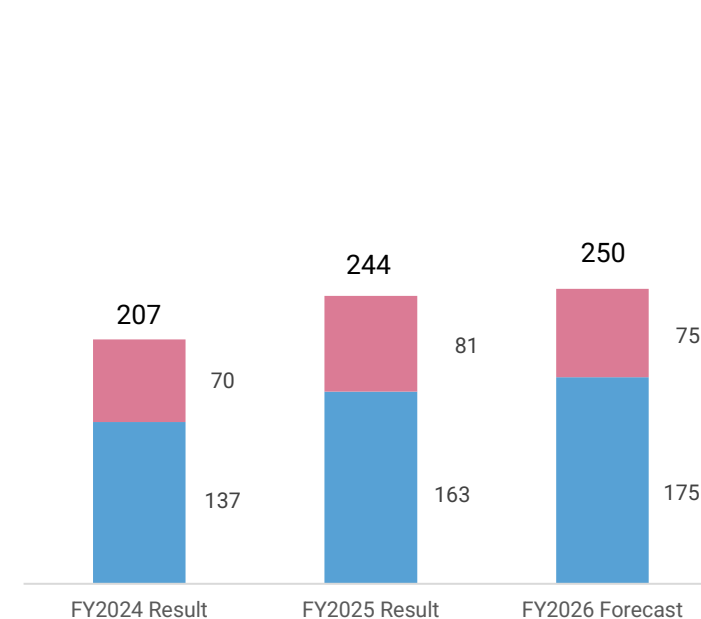
- Expanded advanced semiconductor encapsulation materials
- Acquired Sachem’s Asian business and established Nagase Circrea
- Launched photoresist developer recycling business
- Initiated material transportation coordination business for Rapidus Corporation

Food



- Improved the Prinova Group’s Nutrition business
- Acquired Aplinova (Brazil)

Life Science



- Acquired Asahi Kasei Pharma’s diagnostic enzyme business and established Nagase Diagnostics
- Strengthened biotechnology R&D capabilities (AI and robotics)

Reference

Progress in the “Improve Domain”

We identified target areas and developed and executed improvement plans. We also reduced losses by exiting businesses and transactions with limited improvement potential and returning commercial rights where appropriate.

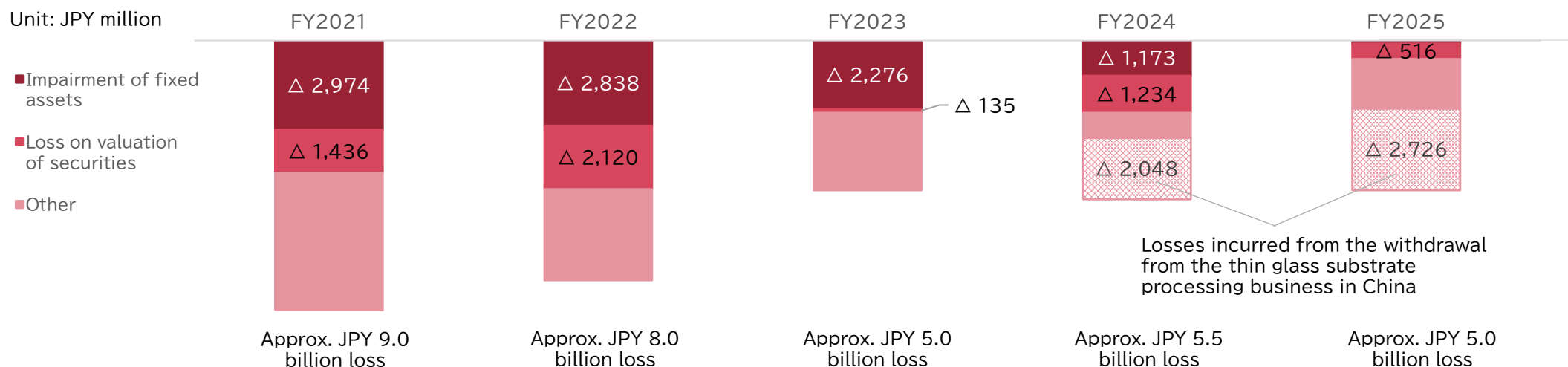
Areas for Improvement

1. Operating loss among subsidiaries and equity in losses of affiliates
2. Assets at risk for impairment loss
3. Unprofitable transactions

Actions taken

- Developed and implemented improvement plans in a timely manner and assessed withdrawals from businesses with limited improvement potential.
- Listed and monitored all relevant cases, and returned commercial rights for businesses with limited improvement potential

[Operating Loss, Equity-Method Losses, Impairment Loss, and Unprofitable Transactions at Subsidiaries]



New Medium-Term Management Plan

The Message Embedded in “Walk the Talk 2028”

What we aim to achieve over the next three years is to bring to fruition the growth strategies we have pursued under ACE 2.0, while also sowing the seeds for our next stage of growth.

Reflecting our commitment to executing these two priorities, we have named our New Medium-Term Management Plan “Walk the Talk 2028”.

NAGASE's Ideal State

**NAGASE — Contributing to the well-being
of people and the planet
by solving challenges faced by
our customers and society through materials**



Our Approach to Sustainability

Amid a highly uncertain external environment, we will position sustainability at the core of our growth strategy, restructure our business portfolio based on materiality, and strive to realize NAGASE's Ideal State

Realization of NAGASE's Ideal State

Launch and drive businesses that address our materiality

Materiality to be addressed

Realize a Decarbonization

Achieve Sustainable supply chains

Driving a Circular Economy

Extend a healthy life expectancy

Surrounding societal issues



※In September 2024, we partially revised our materiality, in light of changes in the external environment.

Positioning of the Medium-Term Management Plan

Under ACE 2.0, we have set "pursuit of quality" as our guiding principle, strengthening our foundation for transformation and reinforcing our corporate structure, while shifting toward management with a stronger focus on shareholders.

ACE 2.0

Results

Operating profit: **JPY 44.7 billion**
ROE: **8.0%**

Pursuit of Quality

- Laid the foundation for transformation
- Transformed into a lean and resilient organization
- Shareholder-oriented management

Walk the Talk 2028

Targets

Operating profit: **JPY 50.0 billion+**
ROE: **9.0%+**

Building the foundation for exponential growth

- Realization of growth strategies
- Build new business pillars for future growth
- Build resilience to withstand transformation

Exponential Growth

Early achievement of JPY 1 trillion market capitalization

NAGASE's Ideal State

Building on the foundation established under ACE 2.0, Walk the Talk 2028 marks a phase transition from "structural reform" to "accelerating growth".

We will steadily bring our existing growth strategies to fruition, concentrate management resources on creating the next growth driver, and strengthen our resilience and human capital to withstand changes – all with the aim of achieving a market capitalization of JPY 1 trillion at the earliest opportunity.

Three Core Policies of the Medium-Term Management Plan

With an eye toward evolving into a company worthy of a JPY 1 trillion market capitalization within three years, we will advance three core policies: scaling our business, building resilience, and strengthening the human capital that drives our growth.

Execution of Growth Strategies

- Ensure the monetization of growth investments under ACE 2.0
- Create “Uniqueness” through One NAGASE
- Continuous restructuring and improvement of unprofitable businesses
- Leverage M&A to expand our business portfolio

Development of Human Capital

- Strengthen individual talent
- Promote diversity to accelerate behavioral change

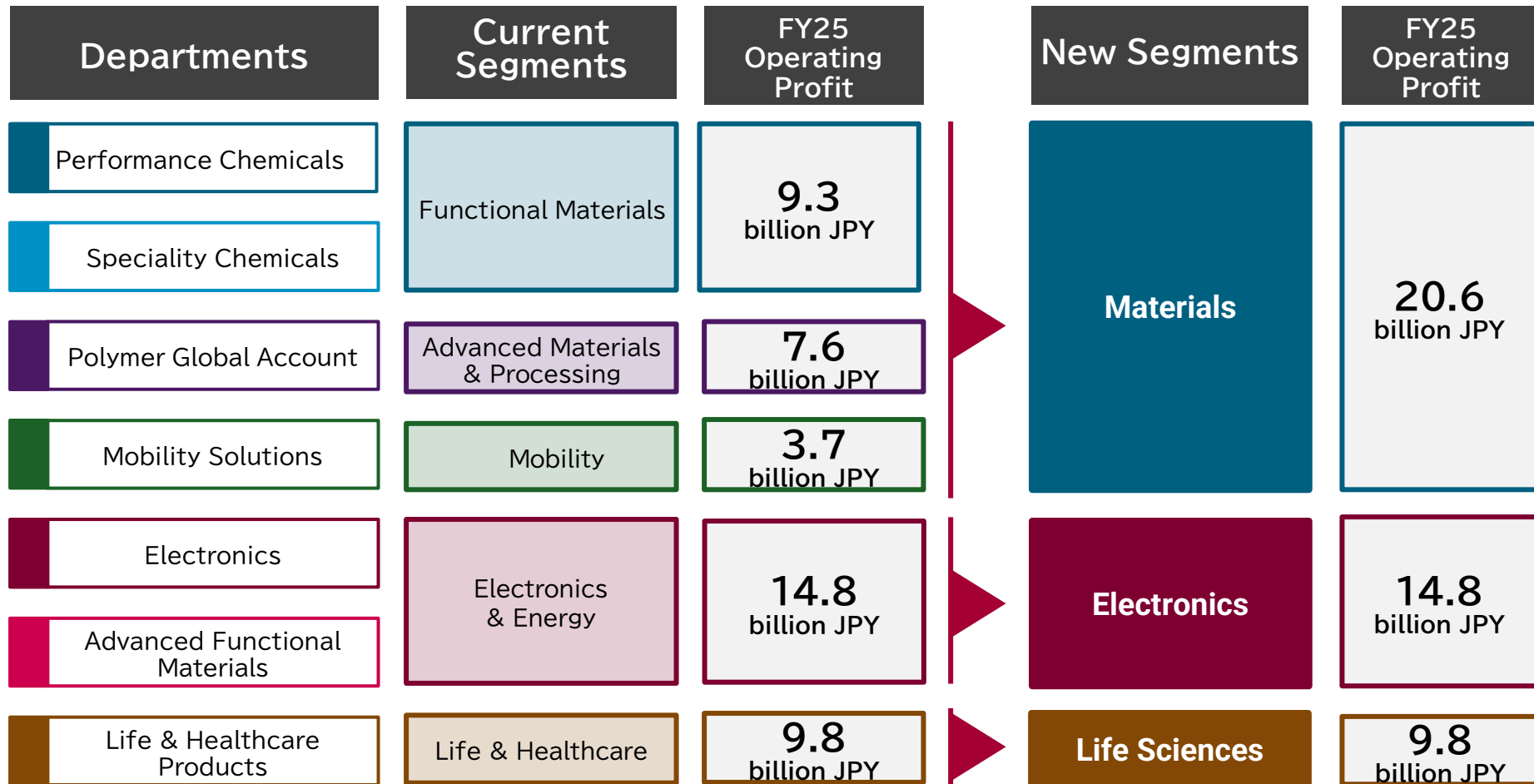
Building Resilience

- Pursue capital efficiency
- Advance corporate governance
- Strengthen the ability to address emerging risks

Changes to the Segment Structure

Growth Strategies
Human Capital
Resilience

We will reorganize from five to three segments to clarify our business portfolio. This will enable us to fast-track capital allocation to growth areas, reinforce ROIC-based management, and drive a shift toward a more capital-efficient earnings structure.



Business Strategy by Segment

Growth Strategies

Human Capital

Resilience

We will appoint segment heads for each segment and delegate responsibility and authority to accelerate decision-making, while driving growth through strategies tailored to diverse business environments.

FY2028

Materials

- Restructure regional business portfolio
- Secure new supply chains in response to petrochemical industry restructuring
- Strengthen production capacity for Group-manufactured products (filters and pipes)
- Create businesses that contribute to sustainability

EBITDA
JPY 23.5 billion
 Operating profit
JPY 22.0 billion

Electronics

- Expand production capacity for advanced semiconductor encapsulation materials
- Launch new products and establish market traction
- Expand ultra-high-purity chemical business and launch a recovery and recycling business
- Build a global supply network for the semiconductor industry

EBITDA
JPY 21.6 billion
 Operating profit
JPY 17.0 billion

Life Sciences

- Provide solution-based offerings built on ingredients in the food industry
- Expand global business in personal care and pharmaceuticals
- Enhance productivity and grow the Prinova Group manufacturing business
- Create new products leveraging AI and robotics

EBITDA
JPY 20.0 billion
 Operating profit
JPY 11.0 billion

Ensuring Monetization of ACE 2.0 Growth Strategies

Growth Strategies
Human Capital
Resilience

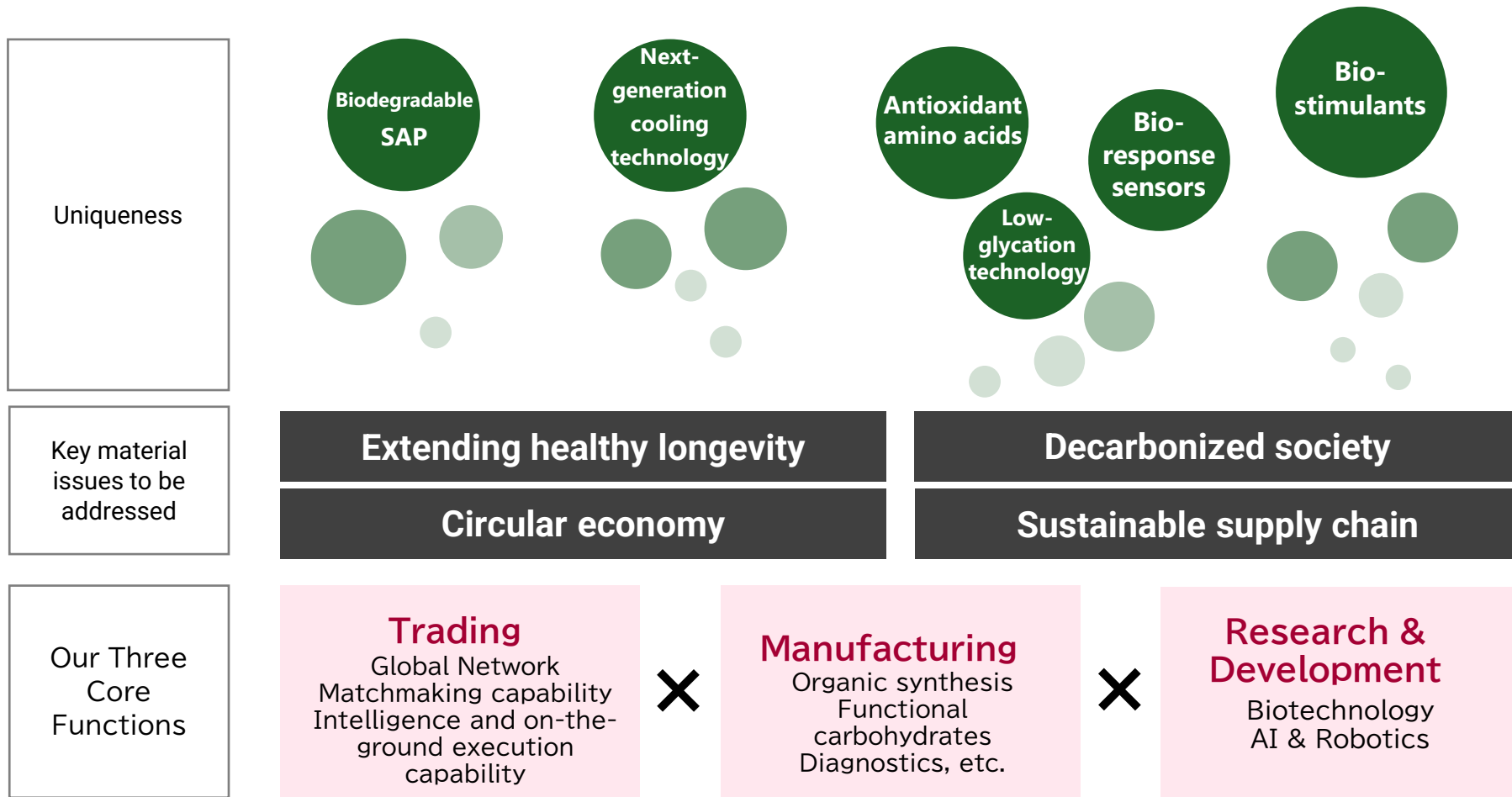
We will steadily execute the growth investments and initiatives planned under ACE 2.0 while maximizing investment returns to achieve sustained enhancement of corporate value

	Focus	Growth	Challenge
	Strengthening our competitive proprietary products	Portfolio restructuring Pursuit of efficiency	Incubation function Seeding future growth
	■ Planned investment: JPY 70 billion	■ Planned investment: JPY 10 billion	■ Planned investment: JPY 20 billion
Materials	<ul style="list-style-type: none"> ■ Expand production for pipes used in national resilience applications ■ Strengthen Nagase Filter business 	<ul style="list-style-type: none"> ■ Expand trading business driven by petrochemical industry restructuring ■ Restructure regional business portfolio ■ Expand the semiconductor chemicals business 	<ul style="list-style-type: none"> ■ MOF product businesses ■ Continuous Flow Synthesis business
Electronics	<ul style="list-style-type: none"> ■ Expand liquid encapsulant production capacity ■ Expand production capacity for ultra-high-purity chemicals ■ Launch a chemical solution recovery and recycling business ■ Expand capacity for outsourced semiconductor packaging services 	<ul style="list-style-type: none"> ■ Expand footprint in the United States ■ Expand logistics network in India ■ Expand the semiconductor business in China 	<ul style="list-style-type: none"> ■ Develop next-generation sheet-type encapsulation material ■ Strengthen semiconductor packaging development capabilities ■ Build a cold supply chain
Life Sciences	<ul style="list-style-type: none"> ■ Enhance productivity in the Prinova Group Nutrition business ■ Expand the enzymes (diagnostics) business ■ Strengthen the Prinova Group premix business in Europe 	<ul style="list-style-type: none"> ■ Expand Active Pharmaceutical Ingredient business ■ Food business restructuring – Establishment of Nagase Food Solutions 	<ul style="list-style-type: none"> ■ Develop saccharide-derived alternatives to petrochemical materials ■ Launch low-endotoxin business
		■ Enhance productivity through AI utilization	■ Establish a new biotechnology research facility

Creating Uniqueness through One NAGASE

Growth Strategies
Human Capital
Resilience

By fully leveraging NAGASE's three functions – trading, manufacturing, and R&D – we will create “Uniqueness”: a business model that only NAGASE can offer, delivering high added value across the entire value chain, and evolving it into a key driver of future growth



Reference

Case Study of “Uniqueness”

Growth Strategies

Human Capital

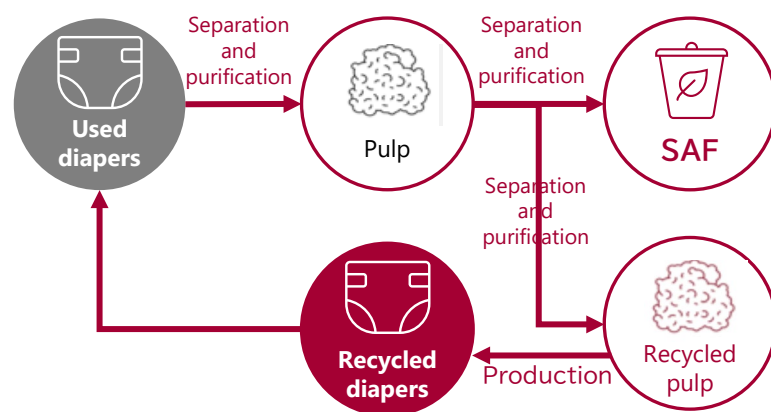
Resilience

Case Study 1

Resource Circulation
(Disposable Diaper Recycling)

Sales Target : JPY 50 billion ~

- **Issue:** Greenhouse gas emissions resulting from the mass disposal of single-use diapers.
- **Solution:** Establish a unique scheme to separate and purify used diapers containing our proprietary **biodegradable SAP** to a high-level purity for reuse as recycled pulp, SAF, solid fuel, and other materials.



Case Study 2

Extending Healthy Life Expectancy
(Sugar Reduction)

Sales Target : JPY 45 billion ~

- **Issue :** The health burden, including diabetes and cardiovascular disease, resulting from excessive sugar consumption.
- **Solution :** Develop **new materials to replace sugar** and expand the premix business combining these materials with enzymes and other ingredients

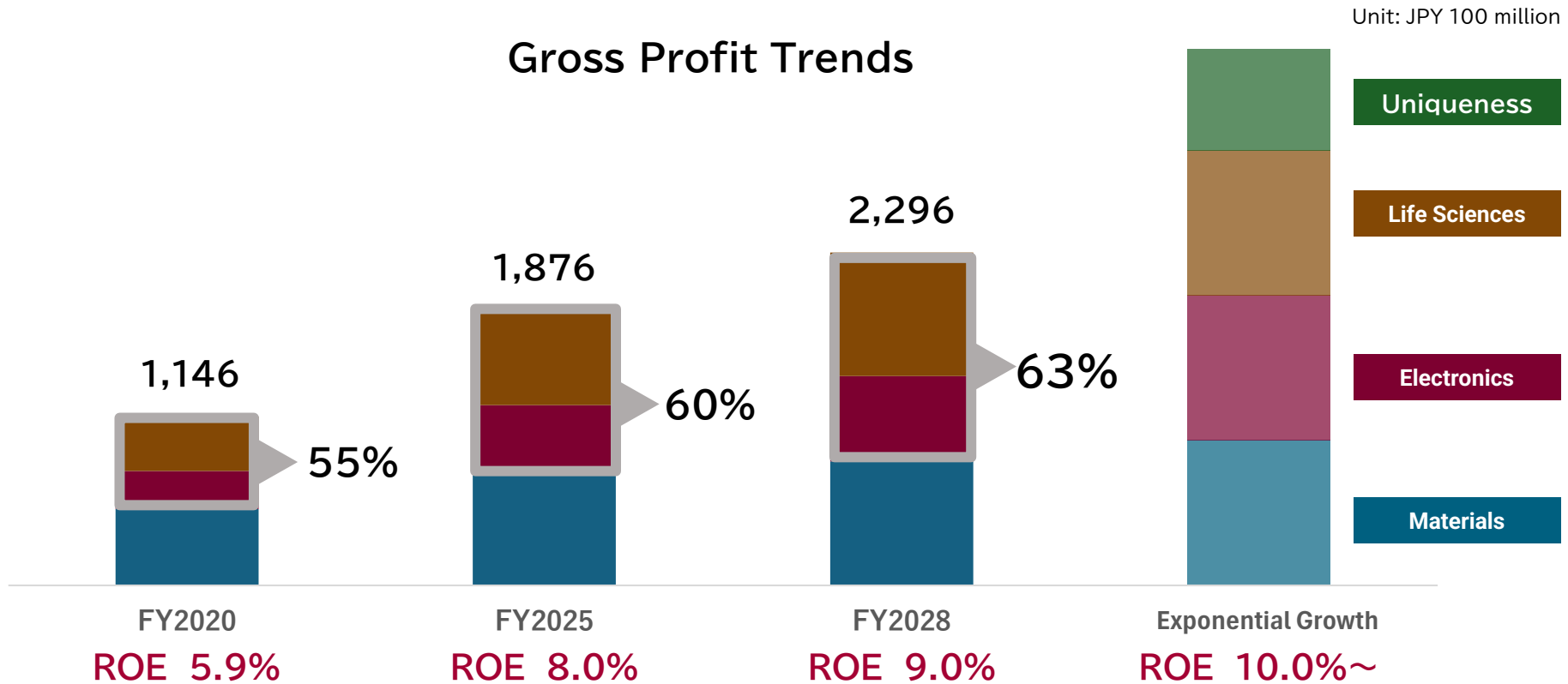


Quantitative Roadmap to Exponential Growth

Growth Strategies
Human Capital
Resilience

We will prioritize capital allocation to the highly profitable Electronics and Life Sciences segments to achieve a more balanced earnings structure.

In parallel, we will create "Uniqueness" and work to close the gap toward a market capitalization of JPY 1 trillion by growing earnings and improving ROE.



Strengthening Individual Talent

Growth Strategies

Human Capital

Resilience

People who act on their own initiative, not bound by precedent, are the true source of NAGASE's execution power. We position people as our most critical management capital and will strengthen individual capabilities and harness them collectively to break through organizational limits.

Develop Two Types of Leaders

Project Engineer

People capable of integrating complex elements and driving initiatives from concept to execution

Business Orchestrator

People who can take a holistic view of the entire Group, draw out its strengths, and orchestrate them into perfect harmony

Individual capabilities

Ability to combine individual elements to develop concepts

Ability to translate concepts into actionable plans

Ability to bring people on board and get things done

Ability to identify individual talent and unlock its full potential

Ability to grasp and leverage the entire Group

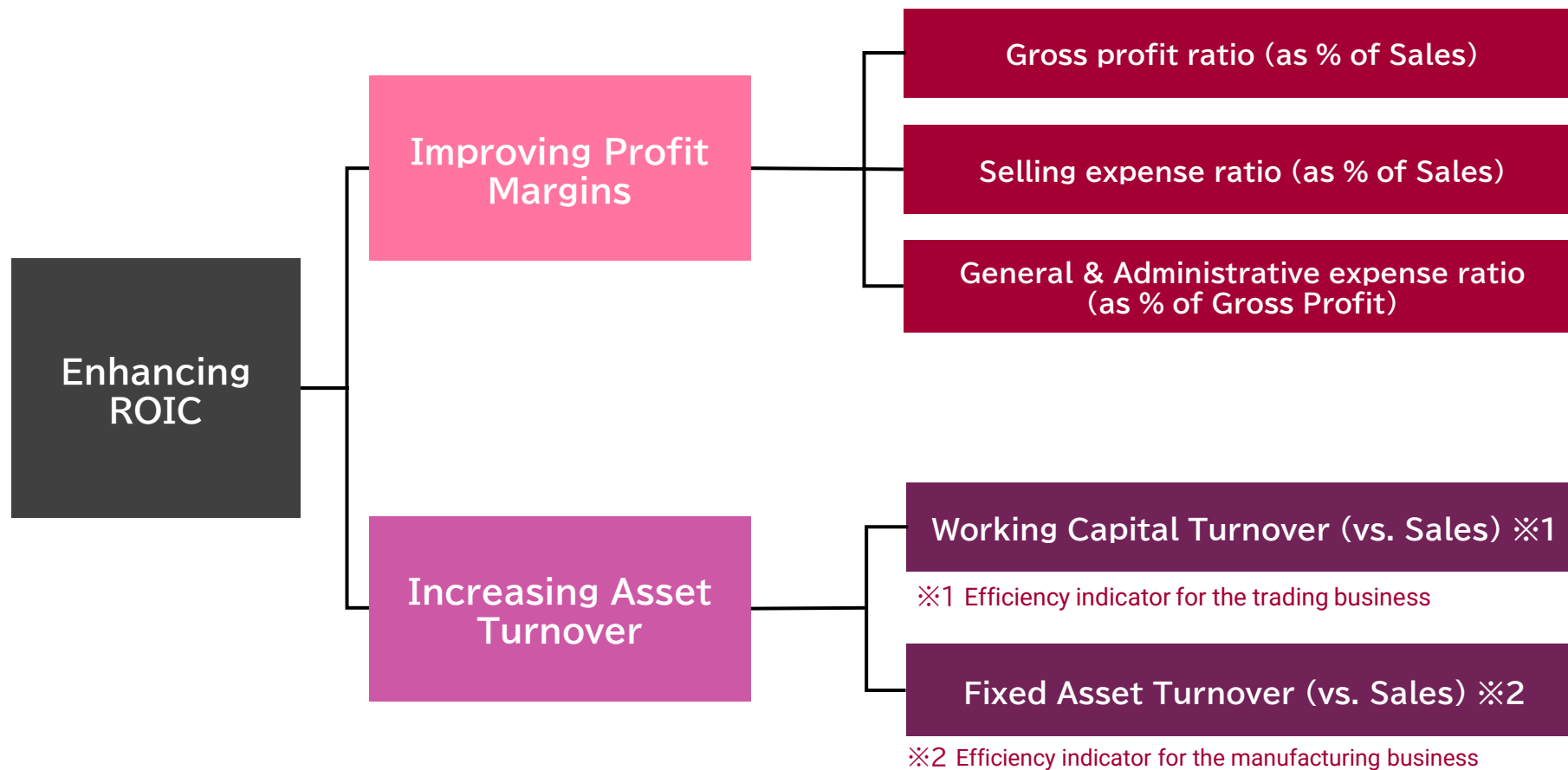
Ability to take a holistic view and make decisions in the best interest of the entire organization

Pursuit of Capital Efficiency

- Deeping ROIC-based Management

Growth Strategies
Human Capital
Resilience

We will enhance capital efficiency from both “earning power” and “asset turnover”, driving sustained increase in corporate value



Pursuit of capital efficiency - Cash Allocation

Growth Strategies
Human Capital
Resilience

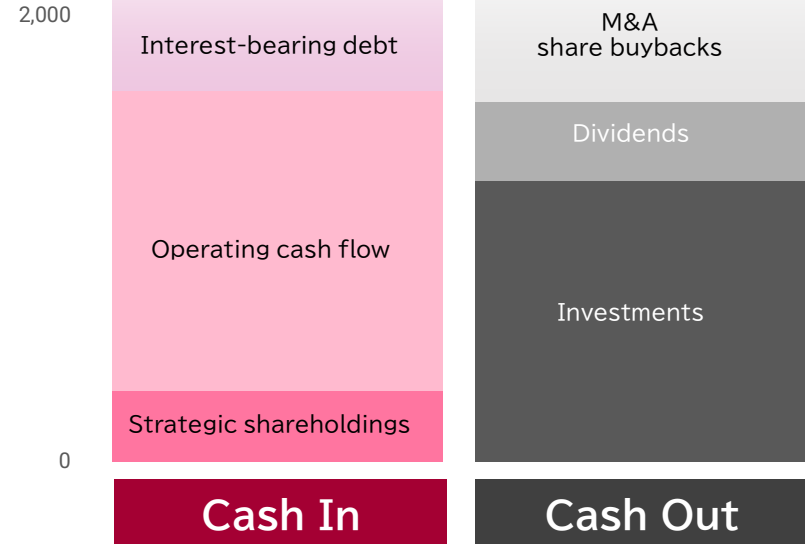
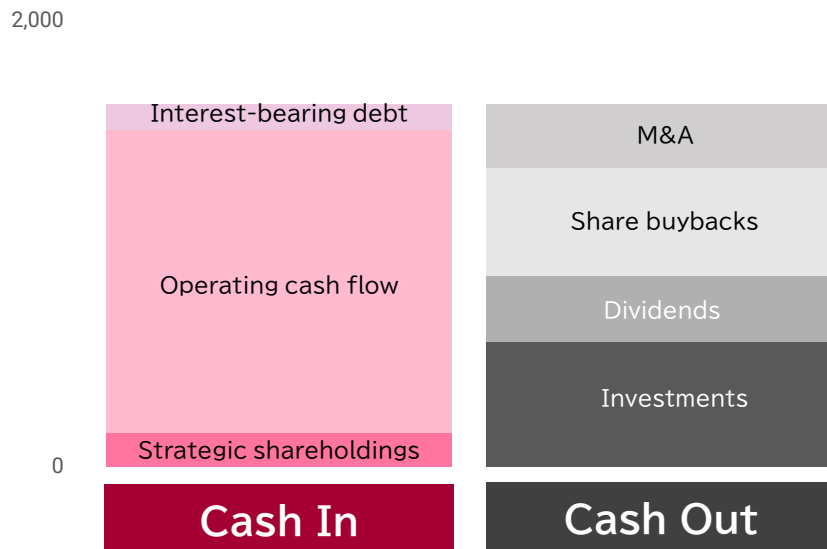
We will proceed with the sale of cross-shareholdings and redirect capital toward growth. In addition, we will leverage debt to drive improvements in ROIC and EPS.

FY2023~2025

FY2026~2028

(Unit: JPY 100 million)

(Unit: JPY 100 million)



We will conduct annual effectiveness evaluations of the Board of Directors incorporating third-party perspectives and implement initiatives to address identified issues. We will enhance the Board's oversight function and strengthen corporate governance.

Further enhancement of Board effectiveness

【Board Composition】

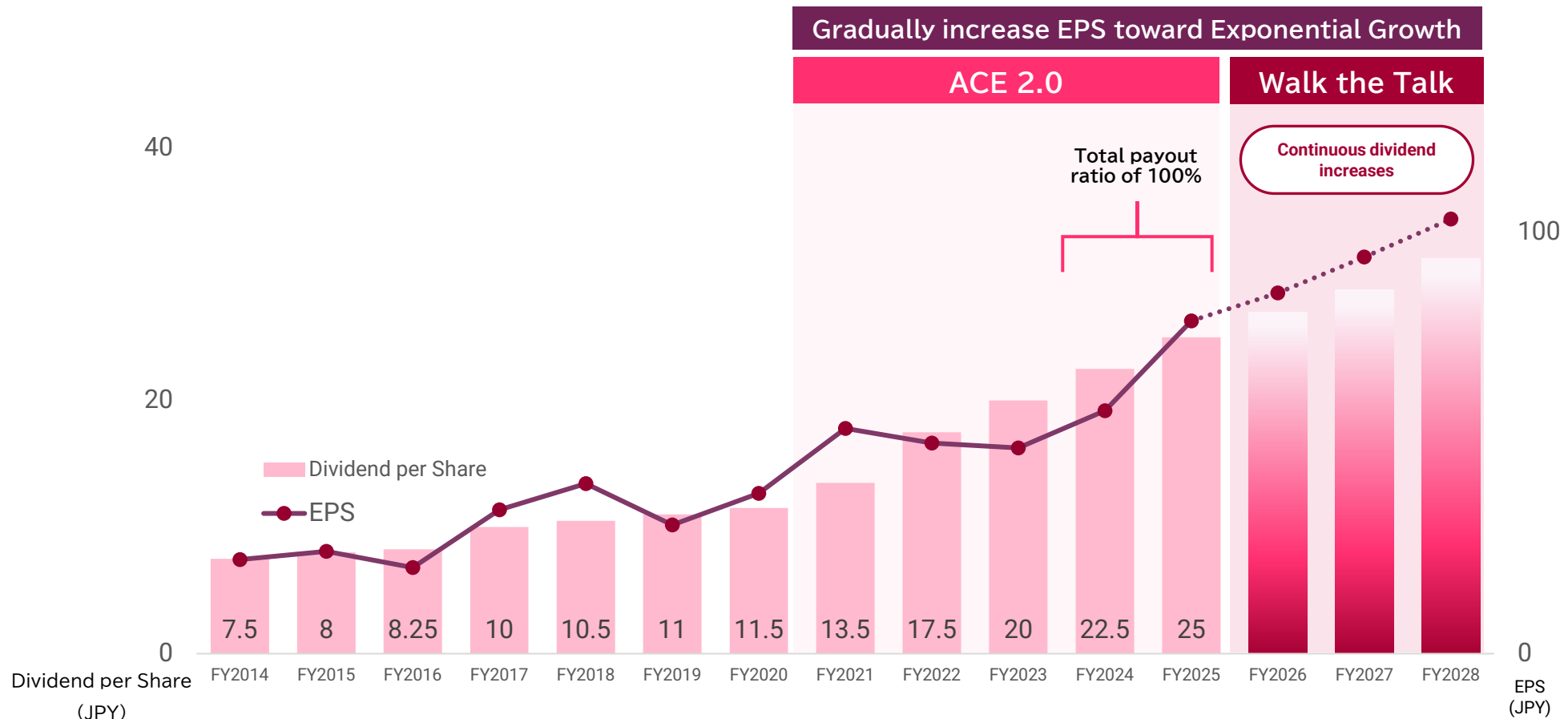
- Maintain/increase the ratio of independent outside directors
- Delegate authority to management while strengthening oversight
- Ensure diversity

【Board Deliberations】

- Set the agenda related to management policy
- Ensure sufficient discussion time and enhance the quality of discussions

Shareholder Return Policy

We will maintain progressive dividends as our base policy and flexibly conduct share buybacks. We will also enhance shareholder returns by balancing growth investments, with an eye toward 30% EPS growth over three years.



Note: A stock split was implemented effective April 1, 2026. Dividend per share and EPS are presented on a post-split basis.

Management Targets for Walk the Talk 2028

	■ Company-wide KGI	■ Business KPI
Financial	Earnings Power	Operating profit JPY 50.0 billion +
	Capital Efficiency	ROE 9.0% +
Non-financial	Carbon Neutrality※	Scope 1,2 reduction ratio (compared to FY2021) 32.7%
		EBITDA Set for each individual company and segment
		ROIC Set for each individual company and segment

Note: This target is aligned with the SBT-certified 2030 target

NAGASE | **Delivering next.**

■ NAGASE Group Investor Relations Website:

<https://www.nagase.co.jp/english/ir/>

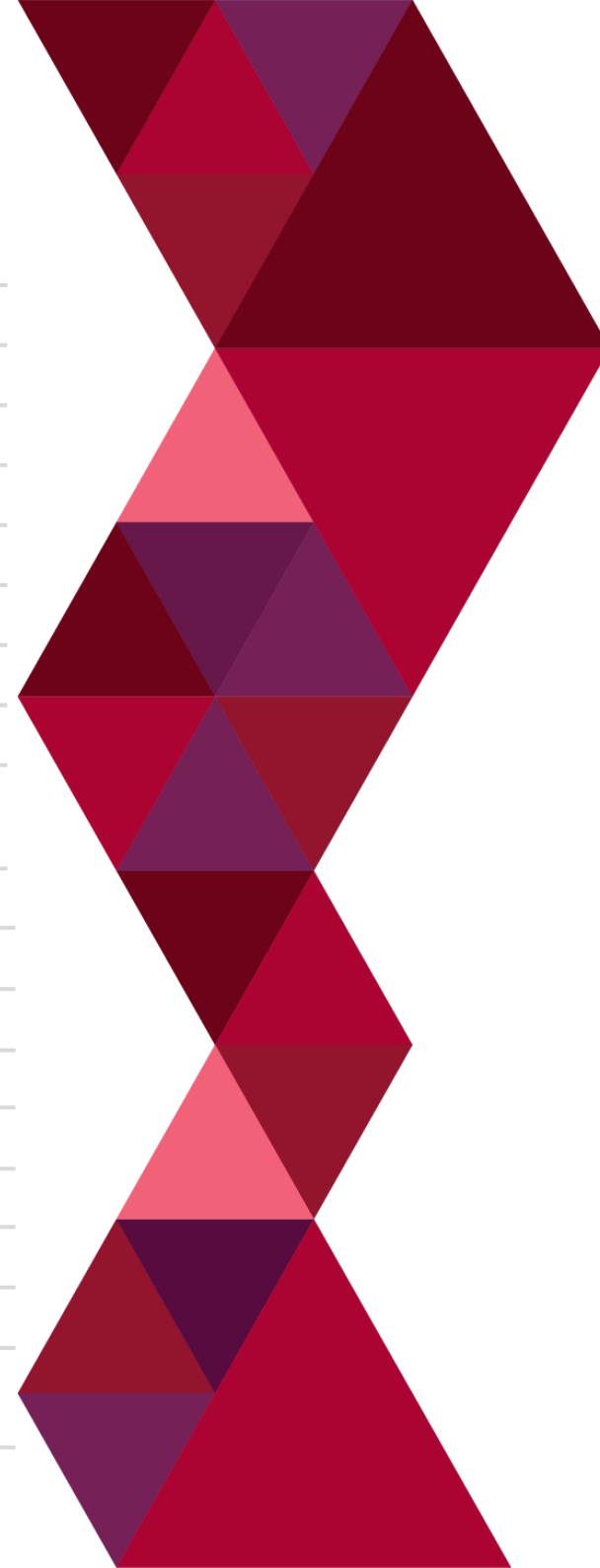
■ Inquiries:

<https://www.nagase.co.jp/english/contact/ir/>

These presentation materials contain projections based on forward-looking assumptions, forecasts, and plans as of May 7, 2026. Actual earnings may differ from projections due to risks and uncertainties in the future global economy, competitive landscape, currency exchange rates, etc.

Appendix

- Examples of Our Products, Goods, and Services
- Consolidated Statements Income
- Gross Profit by Region
- Gross Profit by Business & Segment
- Operating Income by Business & Segment
- FY2026 Earnings Projection
- FY2026 Earnings Projection By Segment
- Nagase ChemteX Business Overview
- Historical Performance and Forecast for Nagase ChemteX
- Nagase ChemteX Semiconductor Molding Compounds a-SMC: advanced Sheet Molding Compound
- Nagase Viita Business Overview
- Historical Performance and Forecast for Nagase Viita
- Prinova Group Business Model
- Historical Performance and Forecast for Prinova Group
- Prinova Group Business Model
- What is the Sports Nutrition Market ?
- Contract Manufacturer of Sports Nutrition Products
- Prinova Group Nutrition Business Status
- Recovery and Recycling Business of Developer Solution in Semiconductor Manufacturing Process



Examples of Our Products, Goods, and Services(1/2)

Materials

Performance Chemicals Dept.

- ▶ Paints, Ink Materials, Coatings, dyes, urethane raw materials, color former, etc.
- ▶ Biodegradable bio-SAPs, chemical joint logistics matching, Mixing Concierges, etc.

Speciality Chemicals Dept.

- ▶ Chemical products and tool manufacturing used for semiconductor materials or process materials in semiconductor
- ▶ Chemical products and tool manufacturing used for lubricants, surfactants, resins, etc.
- ▶ Our original products : Water-soluble epoxies, Polymer filters, etc.

Polymer Global Account Dept.

- ▶ Various resins (super engineering plastics, engineering plastics, commodity plastics, bioplastics), high-performance packaging materials (films), etc.
- ▶ Denapolymer™、Ultibatch™
- ▶ plaplat® (Information platform on “Plastics × Sustainability”)

Mobility Solutions Dept.

- ▶ Various plastics, Sustainable Materials, functional paints, adhesives, lightweight components, decorative components, battery materials, sensors, autonomous driving technologies, etc.

Examples of Our Products, Goods, and Services(2/2)

Electronics

Electronics Dept.

- ▶ Semiconductor Materials (for Wafer, CMP, etc.)
- ▶ Materials for smartphones and tablets(Display, Functional Surface Coatings for Enclosures, and Films, etc.)
- ▶ Wafer Bumping & Semiconductor Equipment

Advanced Functional Materials Dept.

- ▶ Among Nagase ChemteX products: Modified Epoxy Resin Products (LMC, a-SMC, Sheet Materials for SAW Filters), Strippers, Developers, and Developer

Life Sciences

Life & Healthcare Products Dept.

- ▶ Food ingredients (nutritional materials, functional saccharides such as TREHA™, glycosides, enzymes, and other processing aids), premix (OEM/ODM)
- ▶ Raw materials for cosmetics and household goods (active ingredients, additives, emulsifiers, and fragrances)
- ▶ Pharmaceutical products (APIs, additives, intermediates, and other materials), materials for in vitro diagnostics, enzymes
- ▶ Materials for agriculture (including livestock raising) and fisheries, and endotoxin removal services

Consolidated Statements Income

- ▶ The Company posted record-high net sales and profits at all levels
- ▶ Gross profit increased and profit margins improved, driven by strong business performance and pull-forward demand stemming from conditions in the Middle East
- ▶ Operating profit increased despite an increase in selling, general and administrative expenses, which increased due to higher retirement benefit expenses related to the amortization of actuarial differences
- ▶ Profit attributable to owners of the parent increased despite a loss on business withdrawal resulting from the fiscal 2020 decision to withdraw from the thin-film processing business for glass substrates in China (-¥2.7 billion). This increase was due in part to posting a gain on negative goodwill (¥1.7 billion) and a gain on sale of investment securities (¥3.9 billion).

100 millions of yen

	FY2024	FY2025	Change	Vs.PY	Forecast (Published in November 2025)	Forecast ratio
Sales	9,449	9,727	278	103%	9,640	101%
Gross profit	1,733	1,876	143	108%	1,830	103%
<GP ratio>	18.3%	19.3%	1.0ppt	—	19.0%	—
SG&A expenses	1,342	1,429	87	107%	1,423	100%
Operating profit	390	447	56	114%	407	110%
<OP ratio>	4.1%	4.6%	0.5ppt	—	4.2%	—
(excluding the effect of actuarial gains and losses)	355	450	95	127%	410	110%
Ordinary profit	383	440	57	115%	406	109%
Profit Attributable to owners of the parent	255	331	75	130%	315	105%
US\$ Exchange rate (period average)	@ 152.6	@ 150.7	@ 1.9	Strong yen	@ 148.0	
RMB Exchange rate (period average)	@ 21.1	@ 21.2	@ 0.1	Weak yen	@ 20.6	

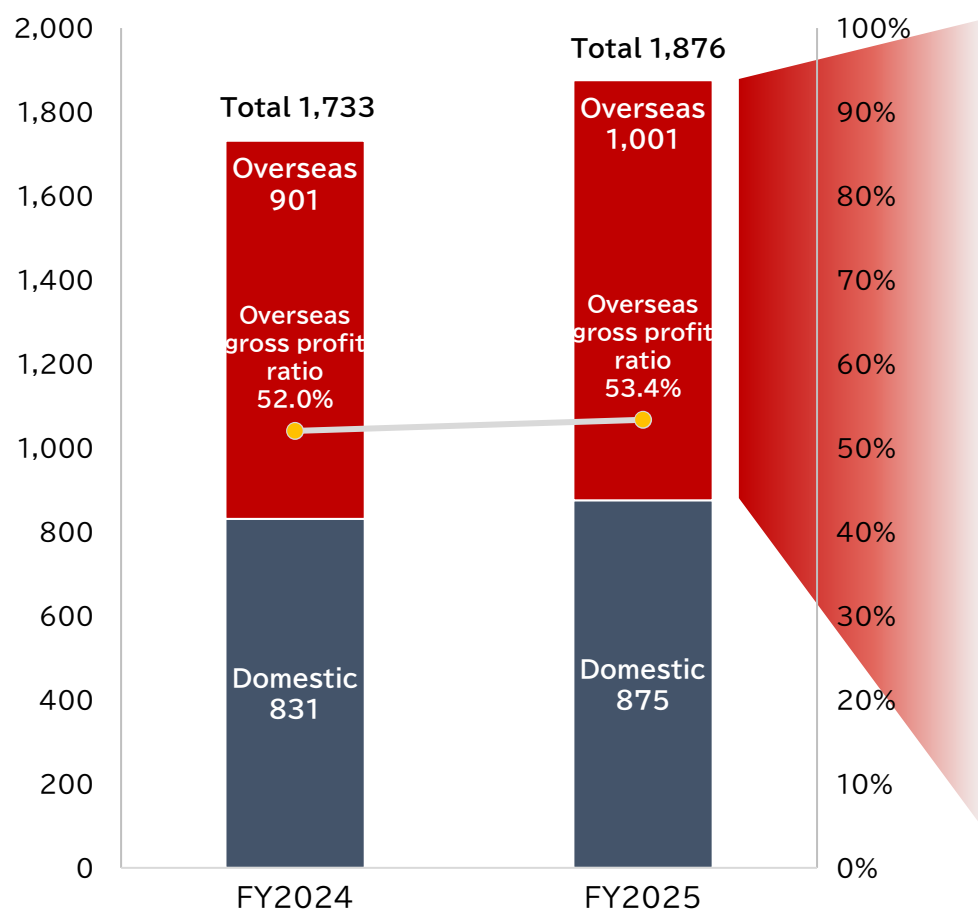
* Impact from foreign exchange: Gross profit, +¥0.3 billion; Operating profit, +¥0.3 billion

* The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in fiscal 2025. See the Contents page for details.

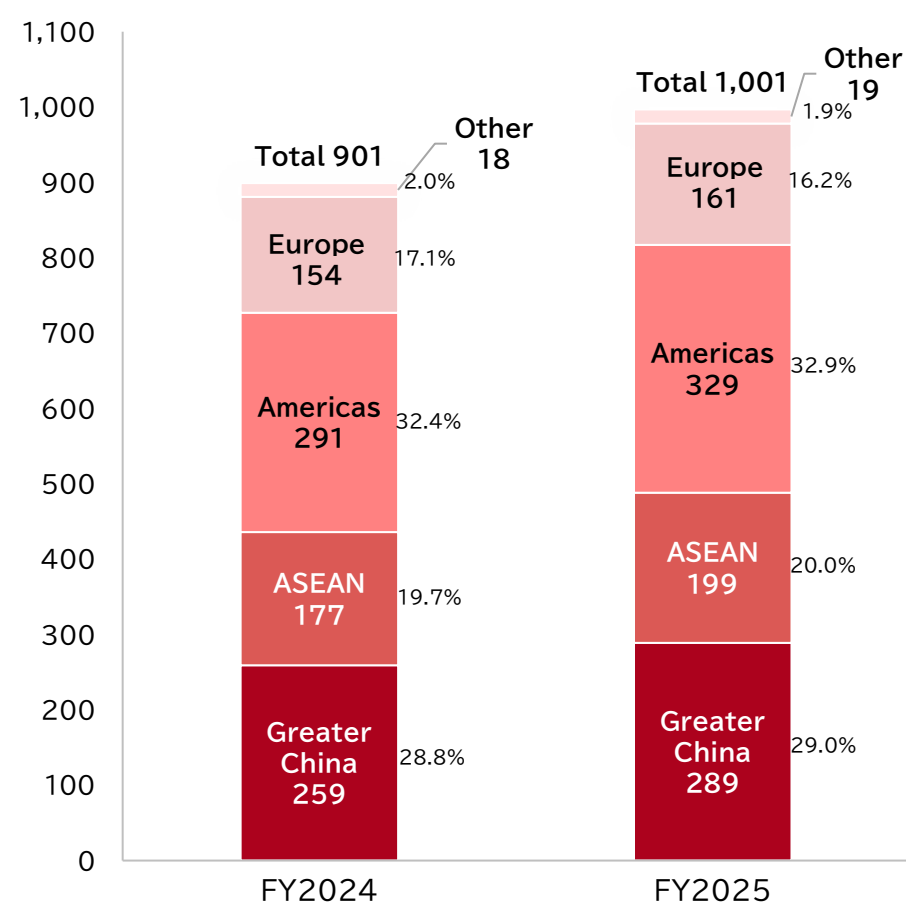
Gross Profit by Region

- ▶ Higher domestic gross profit stemming from an improved profit margin at Nagase Viita and higher sales of formulated epoxy resins at Nagase ChemteX (including exports)
- ▶ Higher overseas gross profit driven by strong performance at the Prinova Group in the Americas, while performance in the semiconductor-related business in Greater China and ASEAN also remained strong

Domestic & Overseas Gross Profit(100 millions of yen)



Overseas Gross Profit by Region(100 millions of yen)



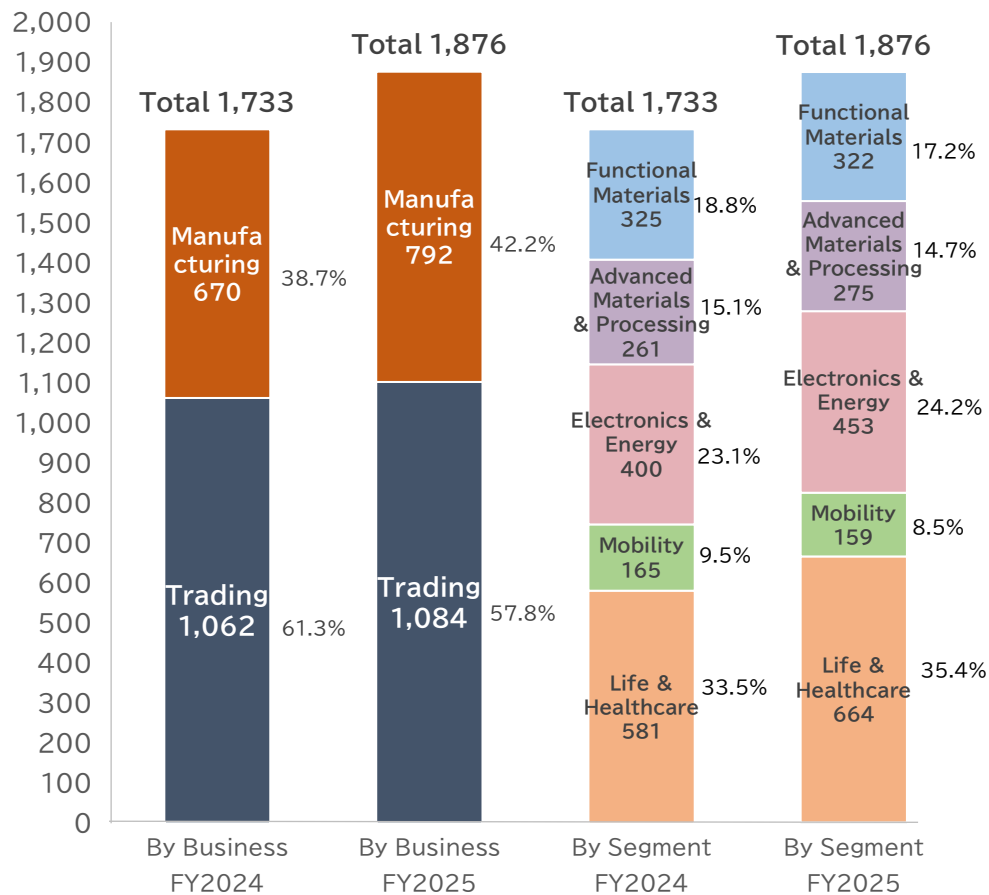
* Domestic figures under Domestic & Overseas Gross Profit include inter-regional adjustments

* The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in fiscal 2025. See the Contents page for details.

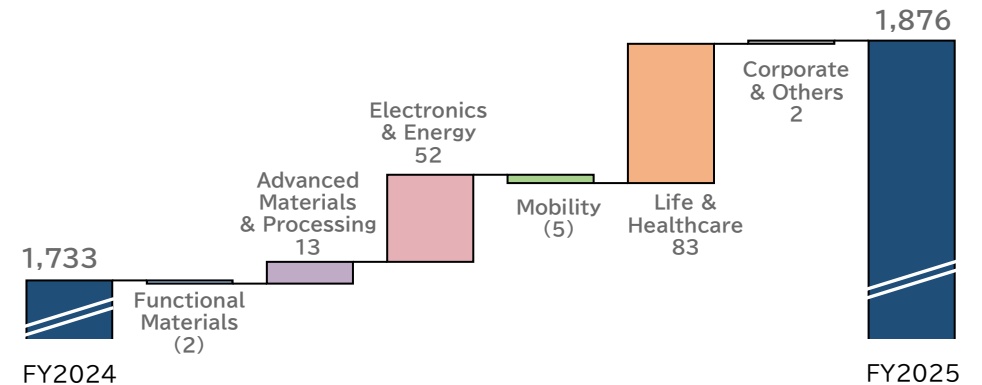
Gross Profit by Business & Segment

- ▶ Profit increased roughly ¥2.2 billion yen in the trading company business, despite weaker results in the Mobility and Functional Materials automobile-related business, as the Electronics & Energy and Life & Healthcare segments experienced stronger performance
- ▶ Manufacturing business profits increased roughly ¥12.2 billion, mainly due a recovery in the Prinova Group manufacturing business and improved profit margin at Nagase Viita, as well as sales of formulated epoxy resins at Nagase ChemteX under the Electronics & Energy segment
- ▶ Mobility and Functional Materials experienced a decrease, while the Life & Healthcare and Electronics & Energy segments saw growth during the period (see Segment Overview for more details)

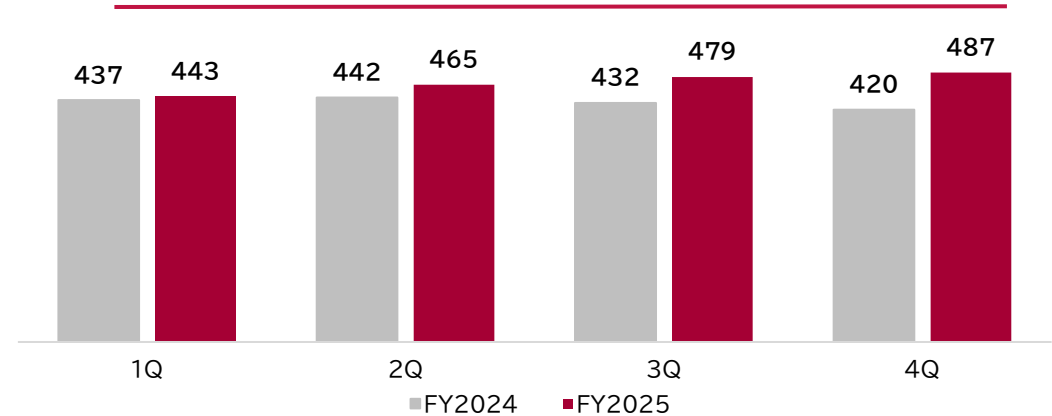
Gross Profit By Business & Segment (100 millions of yen)



Change in Gross Profit By Segment (100 millions of yen)



History of Gross Profit (100 millions of yen)



* Calculation of segment composition ratios does not include Corporate & Others and eliminations

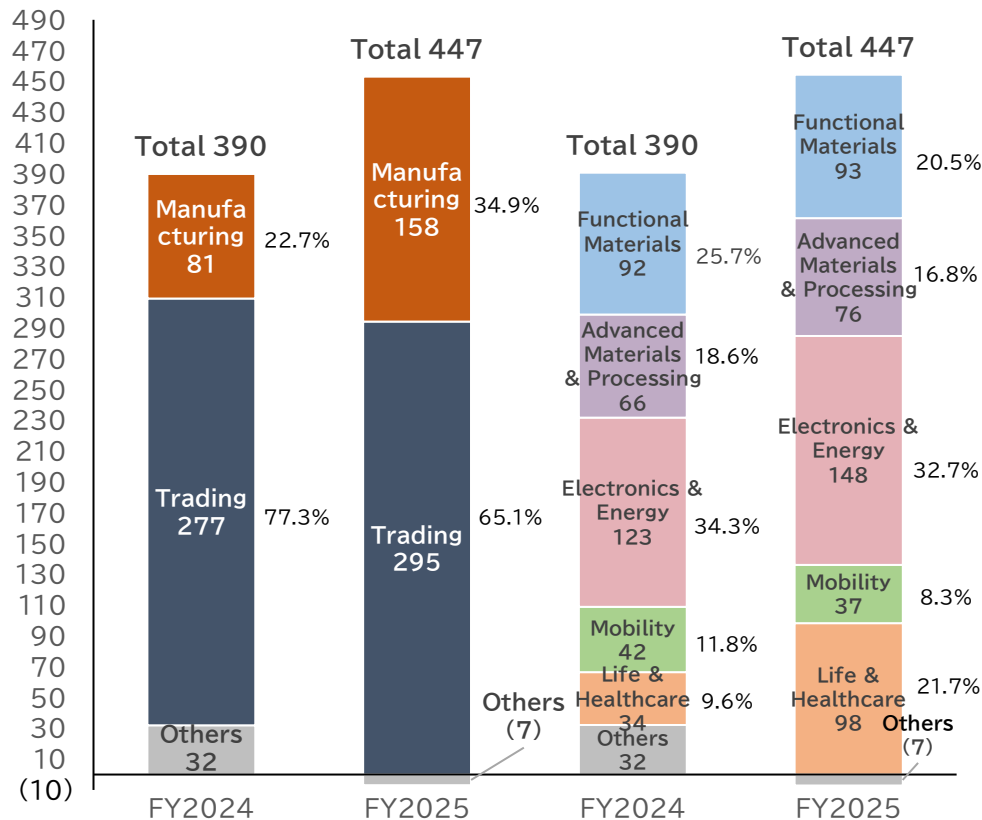
* The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in fiscal 2025. See the Contents page for details.

Operating Profit by Business & Segment

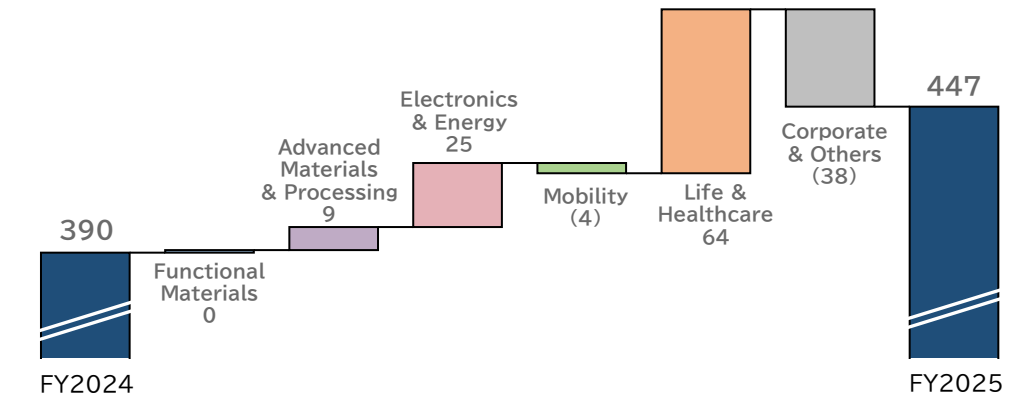
- ▶ Trading business increased by approximately ¥1.8 billion, driven mainly by strong semiconductor materials sales in Electronics & Energy
- ▶ Manufacturing business profit rose roughly ¥7.7 billion, due in part to allowance for doubtful accounts recorded in the previous fiscal year (¥1.3 billion) by the Prinova Group, improvements in efficiency in the Nutrition business, and the conclusion of amortization for a portion of intangible assets at Nagase Viita
- ▶ Profit under Corporate & Others decreased, mainly due to the impact of an increase in retirement benefit expenses related to the amortization of actuarial differences

(Retirement benefit actuarial differences: Approximately ¥3.5 billion in profit in fiscal 2024 and ¥0.3 billion in expenses for fiscal 2025, equally prorated and recorded on a quarterly basis)

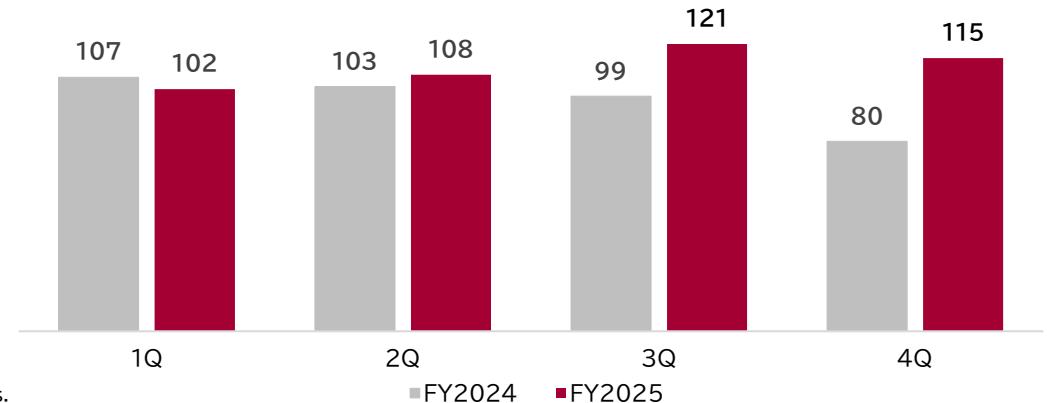
Operating Profit by Business & Segment (100 millions of yen)



Change in Operating Profit By Segment (100 millions of yen)



History of Operating Profit (100 millions of yen)



* Calculation of composition ratios by business type and segment does not include Corporate & Others.

* The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in fiscal 2025. See the Contents page for details.

FY2026 Earnings Projection

- ▶ Expect to post record-high sales and profits at all levels
- ▶ Gross profit likely to increase, despite a negative rebound following the pull-forward demand in the previous fiscal year, as steady business performance and margin improvement support earnings
- ▶ Operating profit likely to increase, despite higher costs from upfront investments for growth and office relocation, as steady business performance and lower retirement benefit expenses support earnings
- ▶ Formulated the full-year earnings forecast based on the external environment as of the end of March 2026

*Retirement benefit expenses due to the amortization of actuarial differences : Approximately ¥0.3 billion in expenses in fiscal 2025 and approximately ¥4.0 billion in profit in fiscal 2026

	100 millions of yen			
	FY2025 Actual	FY2026 Forecast	Change	Vs.PY
Sales	9,727	10,000	272	103%
Gross profit	1,876	1,980	103	105%
<GP ratio>	19.3%	19.8%	0.5ppt	–
SG&A expenses	1,429	1,530	100	107%
Operating profit	447	450	2	101%
<OP ratio>	4.6%	4.5%	(0.1ppt)	–
(excluding the effect of actuarial gains and losses)	450	409	(41)	91%
Ordinary profit	440	450	9	102%
Profit attributable to owners of the parent	331	345	13	104%
US\$ Exchange rate (period average)	@ 150.7	@ 155.0	@ 4.3	Weak yen
RMB Exchange rate (period average)	@ 21.2	@ 22.5	@ 1.3	Weak yen

* Approximate impact on operating profit of a ¥1 depreciation: USD +¥50 million; RMB +¥400 million

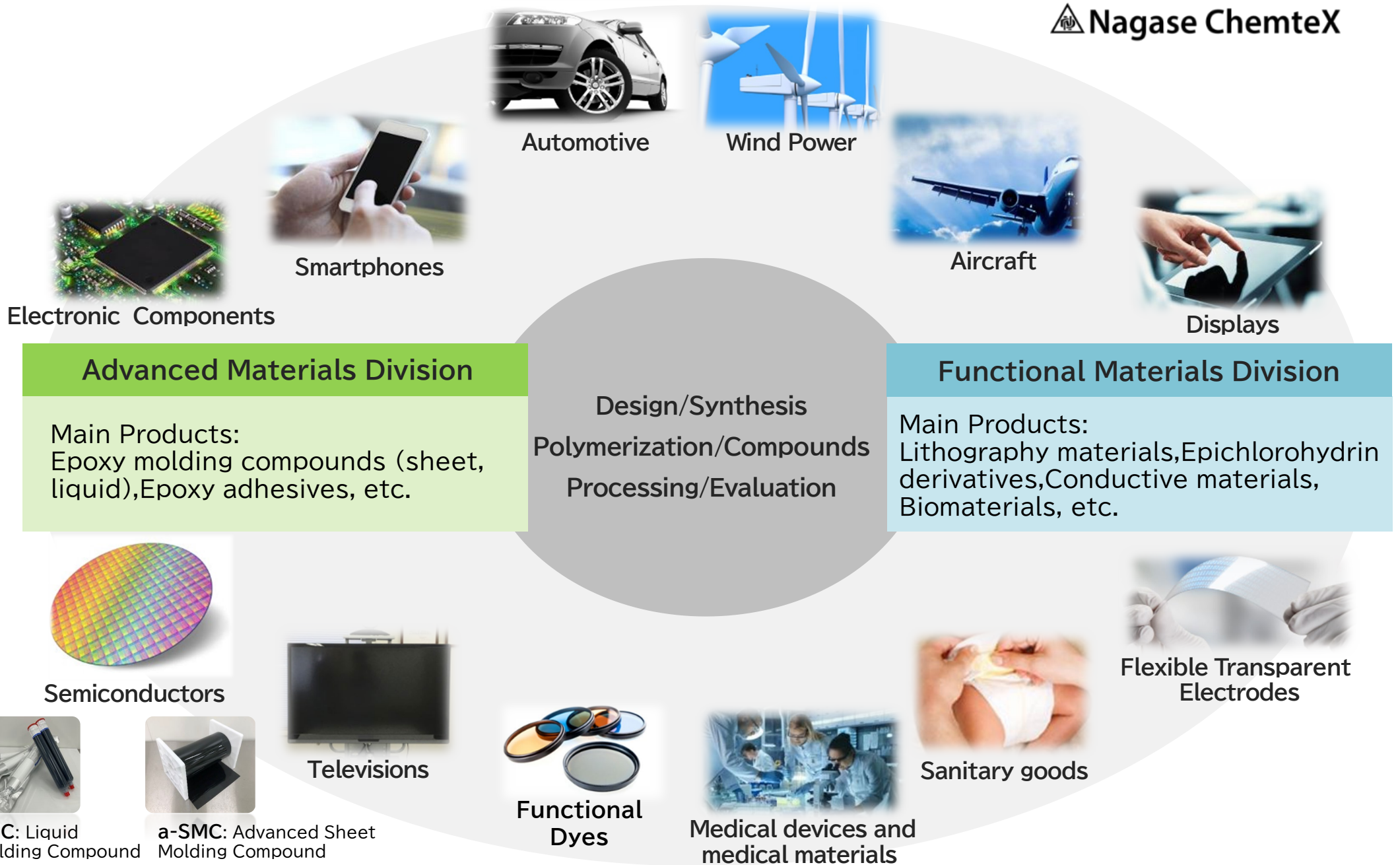
FY2026 Earnings Projection By Segment

Operating profit is likely to decline across all segments due to higher upfront investments in growth and costs associated with the office relocation. Despite this forecast, we expect gross profit to increase across all segments for the following reasons.

		100 millions of yen				
		FY2025 Actual	FY2026 Forecast	Change	Vs.PY	
Materials	Sales	4,905	4,955	49	101%	<ul style="list-style-type: none"> Resin sales volumes likely to increase for electrical and electronics industries, with improved margins from better product mix(former Advanced Materials & Processing) Sales of functional materials and functional components for automotive applications likely to increase (former Mobility) Sales of raw materials for semiconductor materials likely to increase (former Functional Materials) Expect to incur development costs for launching new businesses, including the development of new materials
	Gross profit	757	776	18	102%	
	<profit ratio>	15.4%	15.7%	0.2ppt	—	
	Operating profit	214	196	(18)	91%	
	<profit ratio>	4.4%	4.0%	(0.4ppt)	—	
Electronics	Sales	1,728	1,750	21	101%	<ul style="list-style-type: none"> Sales of semiconductor materials likely to increase Nagase ChemteX likely to increase sales of formulated epoxy resins for AI semiconductor applications Pac Tech Group and Nagase Circrea Group likely to maintain strong performance Expect to incur development costs and related expenses aimed at future business scale expansion
	Gross profit	453	479	25	106%	
	<profit ratio>	26.2%	27.4%	1.2ppt	—	
	Operating profit	153	144	(9)	94%	
	<profit ratio>	8.9%	8.2%	(0.6ppt)	—	
Life Science	Sales	3,092	3,294	202	107%	<ul style="list-style-type: none"> Prinova Group Nutrition business likely to turn profitable, with further growth in the Solutions business Nagase Diagnostics to contribute to full-year earnings in the diagnostics-related business To accelerate the development of new materials, the Company has established a bio research laboratory in California, U.S., equipped with cutting-edge technologies and expertise such as robotics and AI, and expect to incur related costs
	Gross profit	664	724	60	109%	
	<profit ratio>	21.5%	22.0%	0.5ppt	—	
	Operating profit	86	72	(14)	84%	
	<profit ratio>	2.8%	2.2%	(0.6ppt)	—	
Corporate & Others	Sales	0	0	0	53%	<ul style="list-style-type: none"> Operating profit likely to increase due to lower retirement benefit expenses related to the amortization of actuarial differences * Approximately ¥0.3 billion in expenses in fiscal 2025 and approximately ¥4.0 billion in profit in fiscal 2026
	Gross profit	1	0	(1)	5%	
	Operating profit	(7)	38	45	—	
Total	Sales	9,727	10,000	272	103%	
	Gross profit	1,876	1,980	103	105%	
	<profit ratio>	19.3%	19.8%	0.5ppt	—	
	Operating profit	447	450	2	101%	
	<profit ratio>	4.6%	4.5%	(0.1ppt)	—	

* We revised the allocation method for shared corporate expenses in fiscal 2026 to improve segment performance management. Fiscal 2025 results reflect the new method but remain preliminary and subject to change. The fiscal 2026 earnings projection reflects the new method.

Nagase ChemteX Business Overview



Advanced Materials Division

Main Products:
Epoxy molding compounds (sheet, liquid), Epoxy adhesives, etc.

Functional Materials Division

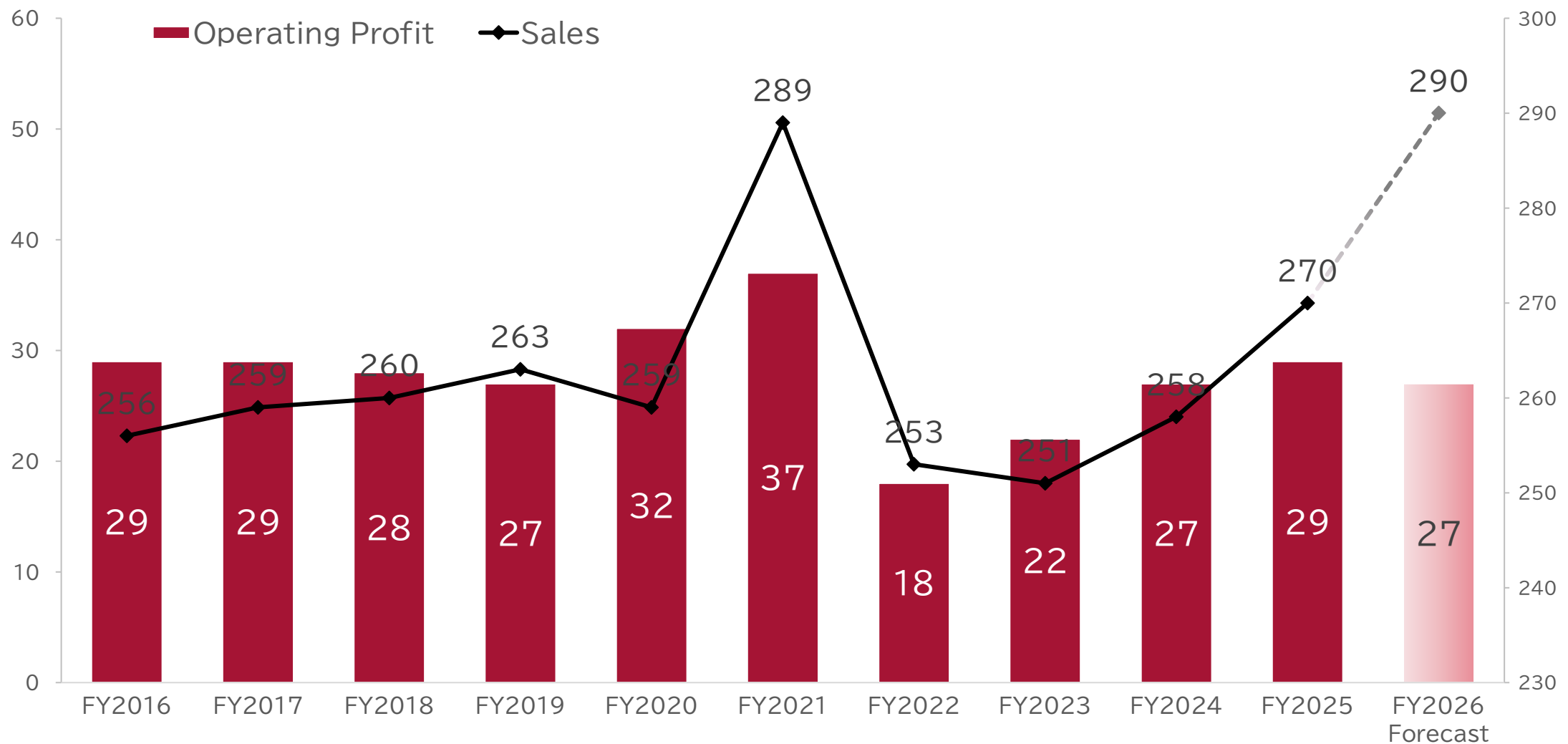
Main Products:
Lithography materials, Epichlorohydrin derivatives, Conductive materials, Biomaterials, etc.

Design/Synthesis
Polymerization/Compounds
Processing/Evaluation

LMC: Liquid Molding Compound a-SMC: Advanced Sheet Molding Compound

Historical Performance and Forecast for Nagase ChemteX

(100 Millions of yen)



Nagase ChemteX Semiconductor Molding Compounds

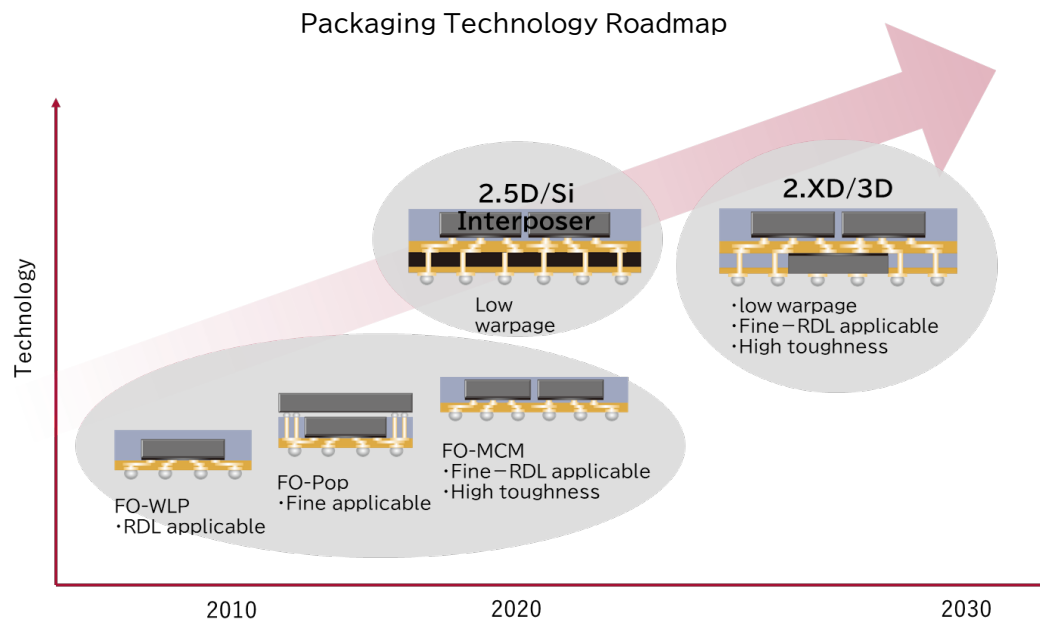
a-SMC: advanced Sheet Molding Compound

Proposing New Concept Materials for Advanced Semiconductor Packaging

- Lineup including liquid molding compounds (LMC), which currently occupy a large share of the market, and a new concept of sheet molding compounds (a-SMC) to meet the increasingly diverse and complex needs of advanced semiconductor packaging, including 2.XD/3D, WLP*1, and PLP*2
- Offer solutions for next-generation packaging through a multifaceted approach, aiming to become the industry standard

*1 WLP: Wafer Level Package

*2 PLP: Panel Level Package

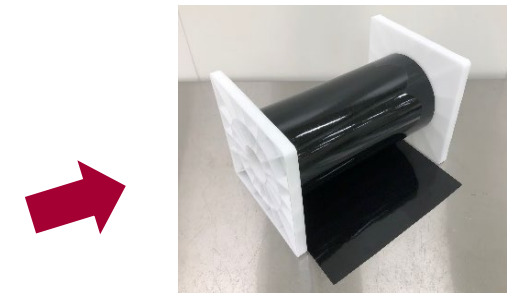


Features

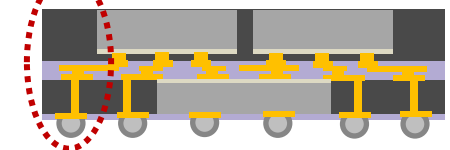
- ✓ Uniform molding through resin application and flow
- ✓ PLP and other large-area moldability
- ✓ Low warpage
- ✓ High flowability comparable to liquid molding compounds



LMC



a-SMC



Nagase Viita Business Overview

Food Ingredients



TREHA™



SUNMALT™-S



PULLULAN

Enzymes



PLA2 NAGASE



DENABAKE™ EXTRA



DENAZYME™ LEP 10P

Health Food Ingredients



Fibryxa™



TetraRing™

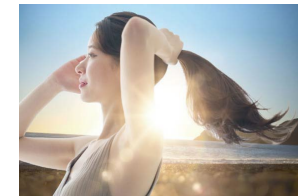


CITRAPEAK™

Personal Care Ingredients



AA2G™



Lissenare™



Glucosyl Naringin™

Pharmaceutical Ingredients

SOLBIOTE™



TREHALOSE SG

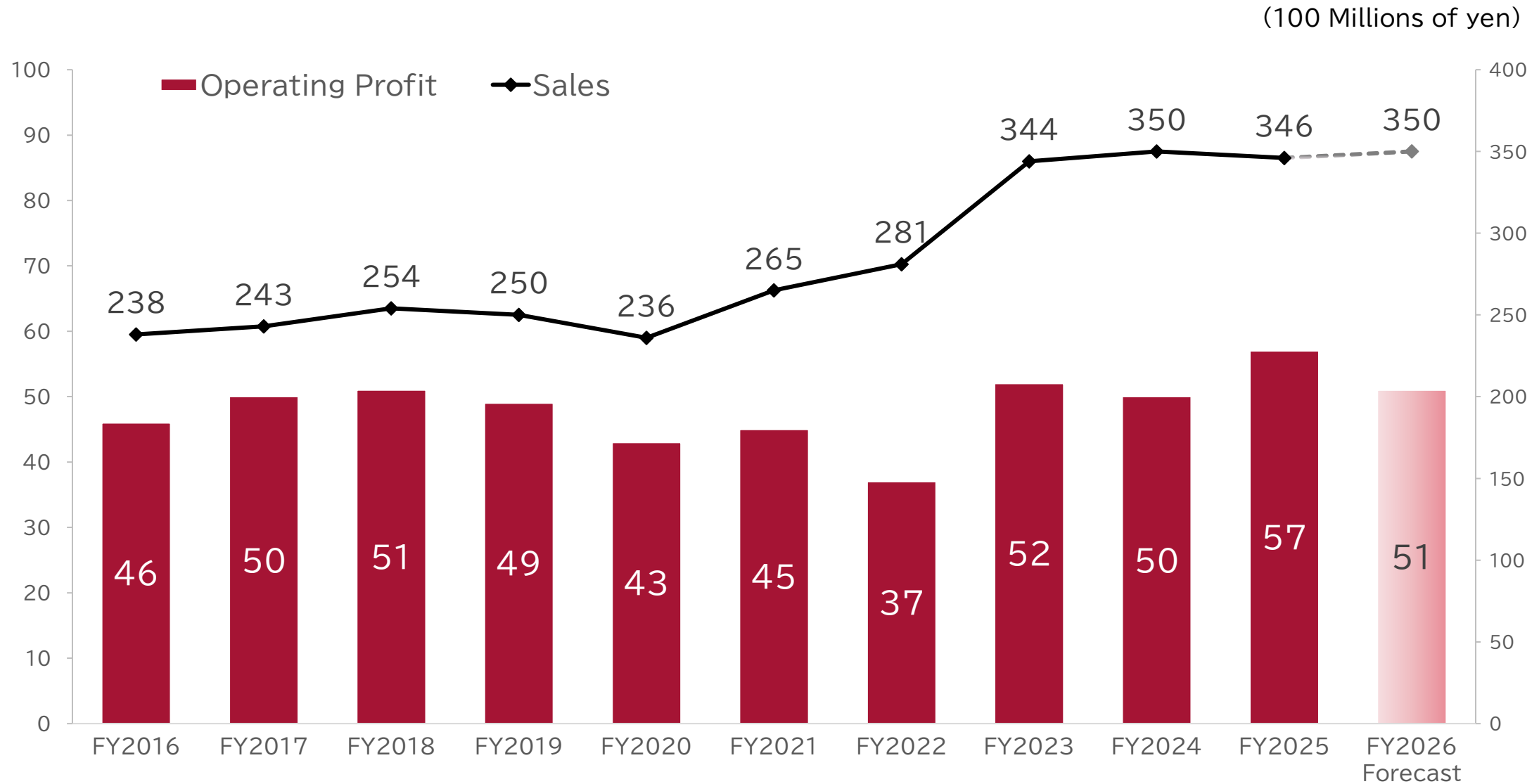


MALTOSE PH







SUCROSE SG

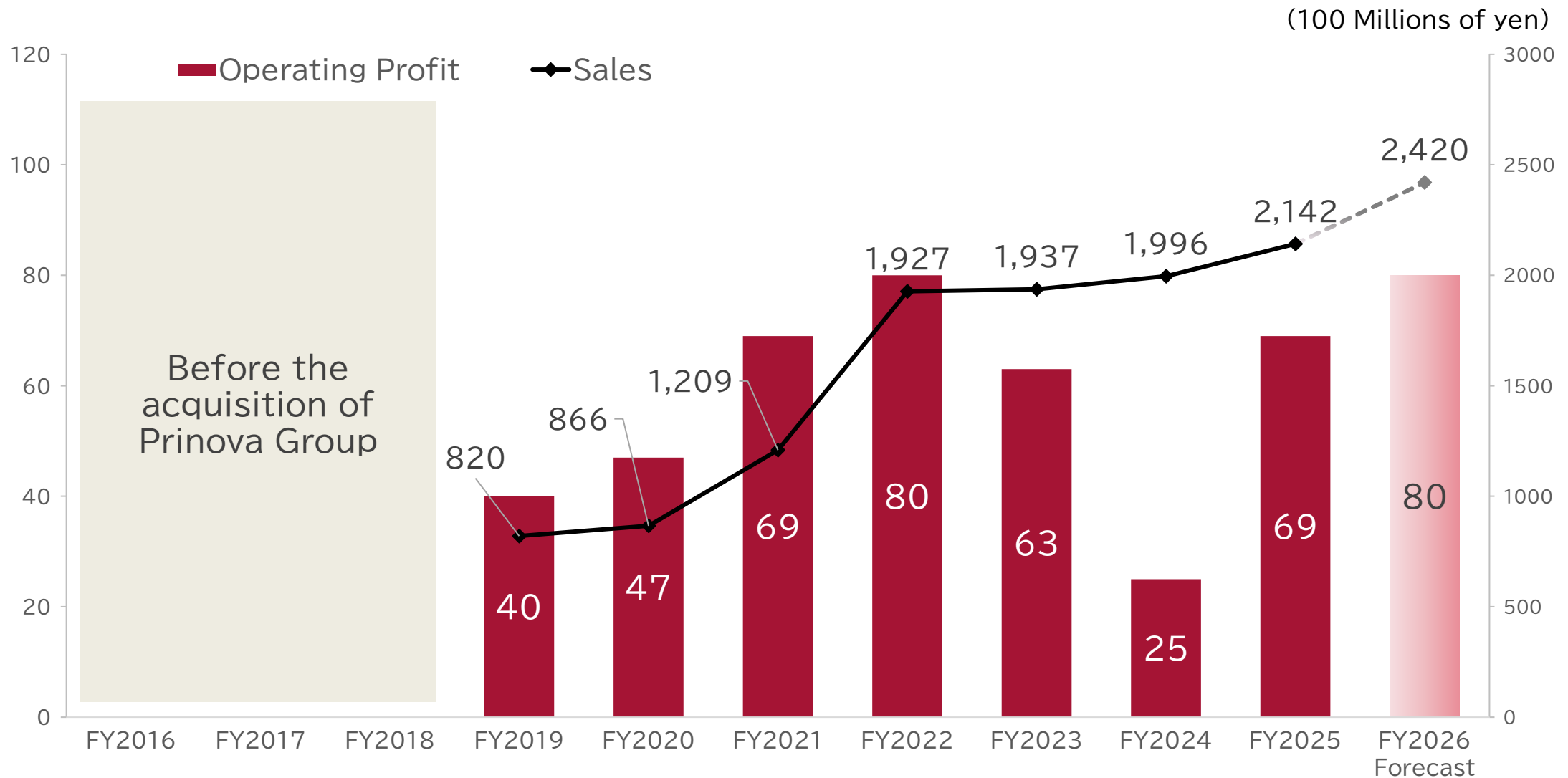
Historical Performance and Forecast for Nagase Viita



Prinova Group Business Overview

	Trading		Manufacturing · Processing	
	Aromas	Ingredients	Solutions	Nutrition
Value Proposition	 <p>Reliable supply of aromas and essential oils to the food and nutrition markets</p>	 <p>Distribution of more than 2,000 food ingredients to the food and nutrition market, offering reliable supply, quality and price</p>	 <p>Production of premixes, combining a wide range of ingredients to provide solutions that meet customer needs</p>	 <p>One-stop-solutions from product planning to manufacturing finished products</p>
Applications, Main Business Major Products	<p>[Major Products] Aromas and essential oils</p>	<p>[Major Products] Vitamins, amino acids, acidulants, food extracts, sweeteners, umami seasoning, polysaccharides, nutrient enhancers, phosphates</p>	<p>[Main Business] Customized powder premixes (amino acid, vitamins and minerals) and liquid premixes</p>	<p>[Main Business] Sports nutrition products in the finished form (powder and capsule) with quality assurance and regulatory compliance</p>

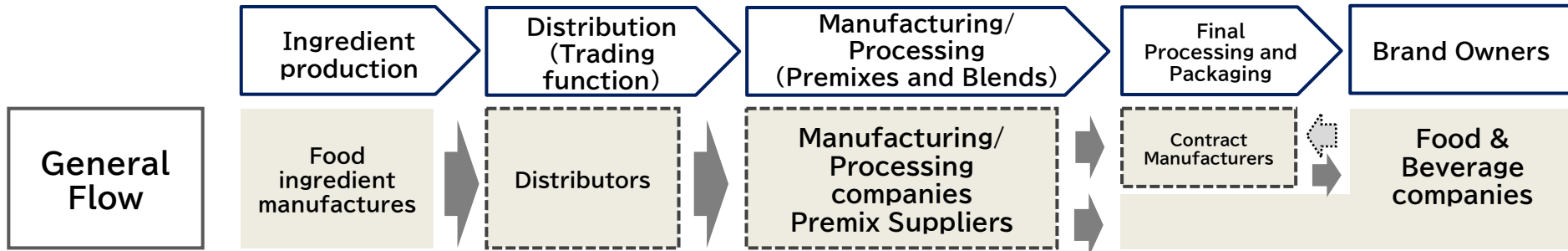
Historical Performance and Forecast for Prinova Group



* Acquired FY2019 consolidated period is 5 months, but the FY2019 figures in this graph show annual results

Prinova Group Business Model

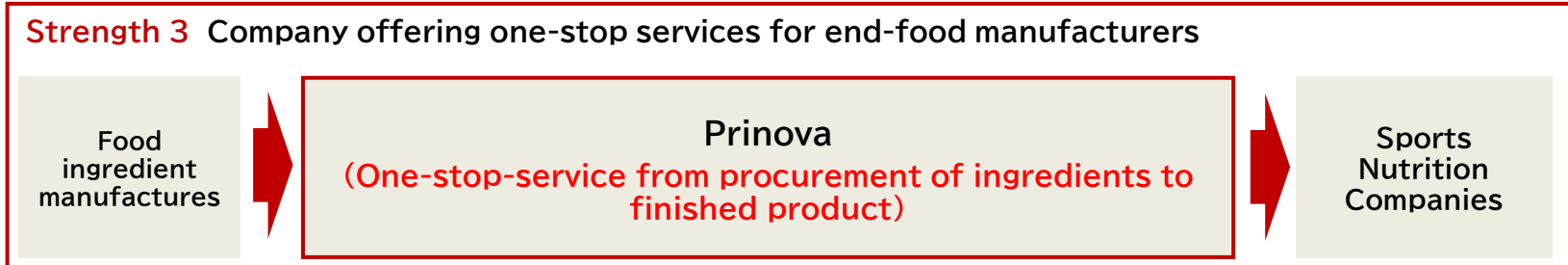
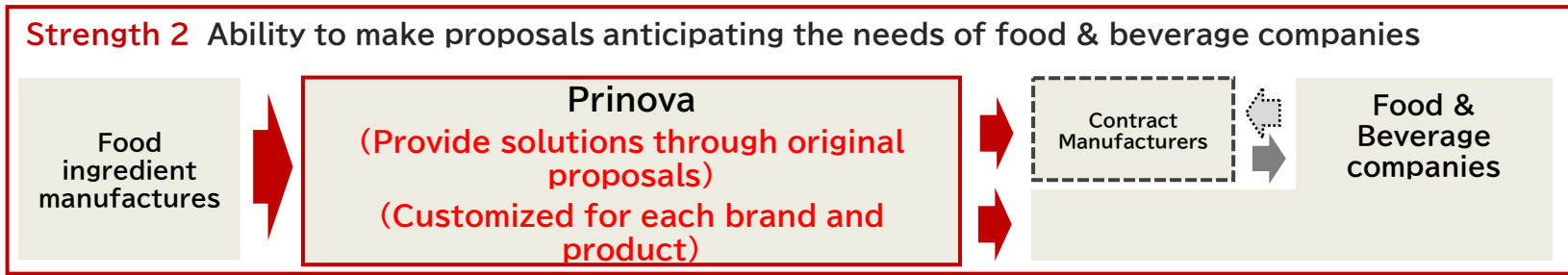
Demonstrate Competitiveness through Vertical Integration of Functions, From Procurement to Product Design/Proposals, and Manufacturing



Prinova
NAGASE Group

Strengths

More than 3,000 customers



What is the Sports Nutrition Market ?

The Market is Fragmented and the User Base is Broad in the U.S.

Representative Products



Classification by product form

- Powder
- Capsules, tablets
- Drinks

Classification by ingredients

- Protein
- Non-protein, etc.

Usage Scenarios

Pre-workout

- To prepare the body for exercise before training (Typical ingredients: amino acids, etc.)

Intra-workout

- To prevent energy deficiencies during training (Typical ingredients: carbohydrates, water, etc.)

Post-workout

- Ingested after training to enhance the effects of training and recovery (Typical ingredients: protein, amino acids, carbohydrates, etc.)

User Base



General consumers/sports enthusiasts, weekend athletes (athlete population: medium to large x frequency/volume: medium to large)



Professional bodybuilders/professional athletes, etc. (athlete population: small x frequency/volume: large)

Contract Manufacturer of Sports Nutrition Products

Characteristics of the sports nutrition product contract manufacturing market

U.S.: In most cases, brand owners do not have manufacturing capabilities and outsource to OEMs
 Japan and Europe: Most of brand owners manufacture in-house

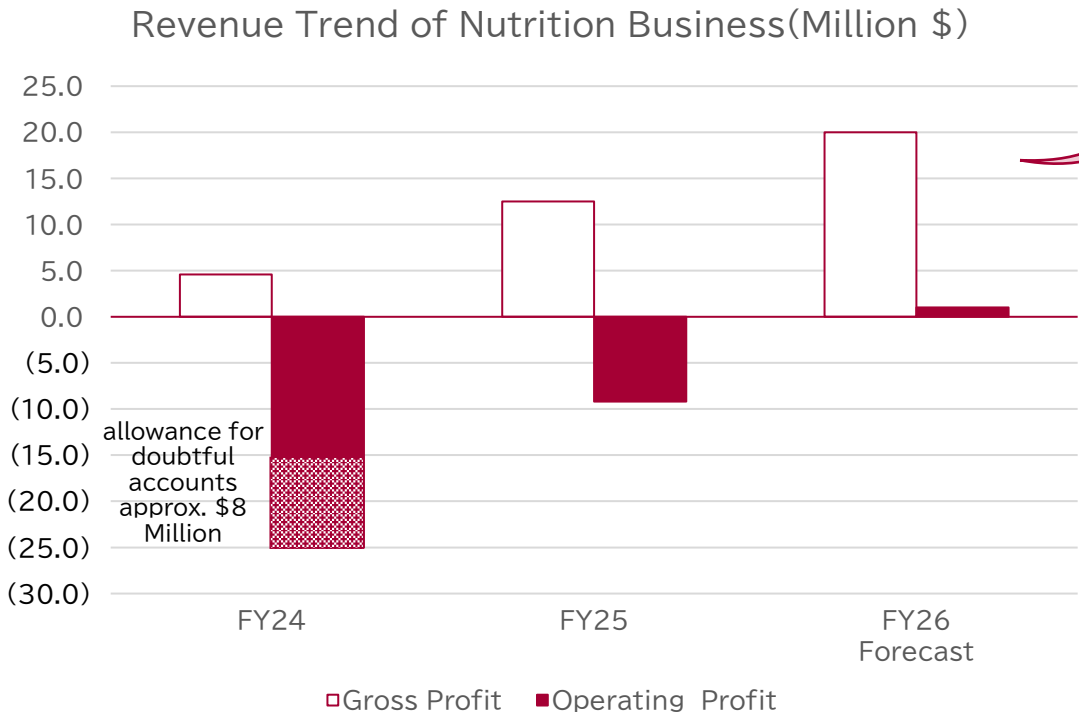


Provide speedy, one-stop solutions that include not only manufacturing, but also product design/proposals and raw materials procurement

Largest capacity in North America with the start of operations of Utah plant

Prinova Group Nutrition Business Status

- ▶ Completed workforce optimization and manufacturing process reviews in fiscal 2025, significantly reducing losses
- ▶ Accelerate top-line growth and continue cost reductions to achieve profitability in fiscal 2026



	Million \$		
	FY24	FY25	FY26 Forecast
Gross profit	4.6	12.5	20.0
Operating profit	(25.0)	(9.2)	1.0

■ Cost reductions through efficiency improvements

- Optimize staffing structure
- Streamline raw materials procurement/supply chain
- Revise manufacturing processes/efficient operations via automated equipment

Aiming to improve profitability through cost reductions

■ Initiatives to improve top line

- Rebuild sales structure/hire sales staff
- Strengthen product development systems/hire product development staff
- Strengthen/pursue stick packs and other product lineups

Leveling up by reorganizing the functions necessary to win new business

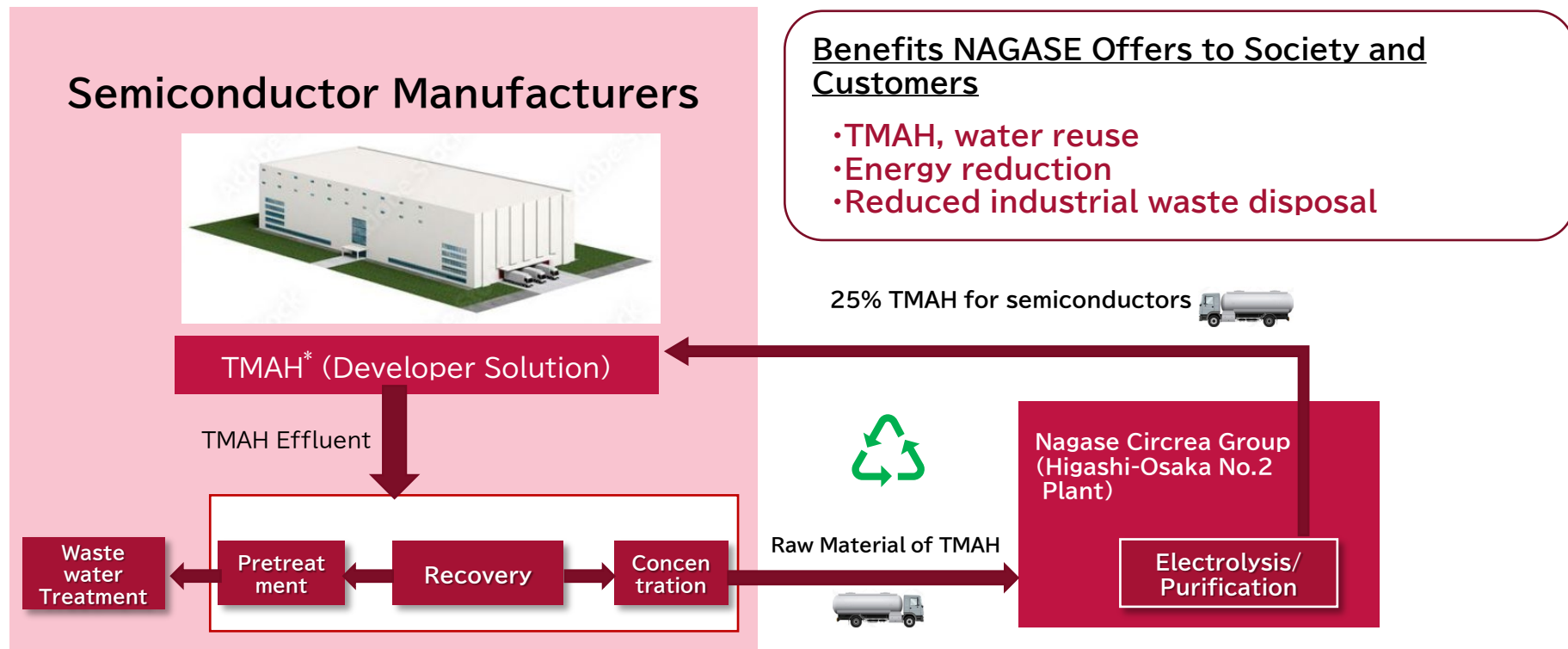
* The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in fiscal 2025. See the Contents page for details.

* The Prinova Group fiscal year ends in December (January-December), which we incorporated in our own consolidated financial statements under a three-month discrepancy.

Nagase Circrea Group Recovery and Recycling Business of Developer Solution in Semiconductor Manufacturing Process

First in Japan to commercialize recovery and recycling of developer solution used in semiconductor manufacturing

Provide solutions to reduce environmental impact in the manufacturing process of the semiconductor industry, which is expected to increase future production volume



* TMAH: Tetramethyl Ammonium Hydroxide

Thank you

 **NAGASE** | Delivering next.