November 6, 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: Natsuki Imamura,
Executive Officer, General Manager,
Corporate Management Dept.
Tel: +81-3-3665-3028

Notice Regarding Establishment of Investment Limited Partnership (Change in Subsidiary)

NAGASE & CO., LTD. (the "Company") today announced a resolution to establish and invest in Nagase Future Fund 2 Investment Limited Partnership (the "Fund"). The Fund will qualify as a specified subsidiary of the Company, as the total investment in the Fund is expected to amount to at least 10% of the Company's stated capital.

1. Purpose of Establishment

The Company has been investing in startups through Nagase Future Fund 1 Investment Limited Partnership, managed and operated by Nagase Future Investments Co., Ltd., a wholly owned subsidiary of the Company. These investments have focused primarily on acquiring a broad range of information and knowledge on advanced technologies and business models to build a foundation for next-generation business development.

The new Fund aims to acquire information on next-generation businesses and the Company's focus areas through investments in startups in Japan and overseas. Establishment of the Fund will enable the Company to engage in a broader range of investment activities, support startup companies, and foster a greater culture of new business creation within the NAGASE Group.

2. Overview of the Fund

(1) Name	Nagase Future Fund 2 Investment Limited Partnership
(2) Location	5-1 Nihonbashi-Kobunacho, Chuo-Ku, Tokyo
(3) Basis of establishment, etc.	Investment limited partnership under the Limited Partnership Act for Investment
(4) Purpose of organization	To invest in small- and medium-sized enterprises under the *Act on the Organization for Small & Medium Enterprises and Regional Innovation, Japan, Independent Administrative Agency*, as well as other small- and medium-sized enterprises, that are in the early stages of growth, as well as to recover invested capital through hands-on support of new business development for investee companies
(5) Date of organization	January 15, 2027 (tentative)
(6) Total organization funds	2.8 billion yen
(7) Investors and ownership ratios	Nagase Future Investments Co., Ltd. 0.36% The Company 99.64%

(8) General partner	Name	Nagase Future Investments Co., Ltd.
	Location	5-1 Nihonbashi-Kobunacho, Chuo-Ku, Tokyo
	Representative name and title	Kiyomi Yoshida, president and representative director
	Business lines	Fund operations and management
	Investment	10 million yen
(9) Relationship between the Company and the Fund	Equity relationship	The Company intends to make an investment in the Fund.
	Personal relationships	The Company will serve as a limited partner in the Fund.
	Business relationships	Not applicable.

3. Schedule

Date of Fund Organization January 15, 2027 (tentative)

4. Future Outlook

The Company expects the impact of this matter to be immaterial with respect to the consolidated financial results for the fiscal year ending March 31, 2027. We will disclose any future matters requiring public announcement in a timely and appropriate manner.

End