

Implementing Value Creation

—Transforming Our Corporate Culture / Functions Supporting Reforms—

As we look towards our next endeavors, we are continuously updating our thinking on sustainability, which is the foundation of NAGASE's value creation, and on People, who are its main drivers.

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Roundtable Discussion

Making sustainability a competitive advantage for the Group

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Co., Ltd.

The NAGASE Group adopted ESG as its guiding principle seven years ago in 2018. Since then, sustainability has become deeply ingrained throughout the Group. In recent years, the Group has received high ratings from EcoVadis, a company that evaluates and scores corporate sustainability initiatives in the areas of environment, labor, human rights, ethics, and sustainable procurement. During a roundtable discussion, members talked about the changes in their companies since incorporating sustainability deeper into management and the challenges ahead for improving the Group's overall sustainability.



Note: Job title at the time of the roundtable discussion

Further improving through internal and external evaluations

Masui In the NAGASE Group, the sustainability initiatives under way at both Prinova Group and Nagase Viita both are quite advanced. How did you decide on the initiatives and what progress are you seeing?

Takemoto A conversation with a life science company inspired us to shift our focus toward sustainability. We were deeply influenced by their management approach, which had restructured their business portfolio from a sustainability perspective. Since our founding in 1883, our philosophy of manufacturing and value creation has reflected a deep respect for the planet and nature—values that align closely with the concept of sustainability. Based on this philosophy, we newly established our corporate purpose in 2024 and changed our name from Hayashibara to Nagase Viita, reflecting

Concept behind the Nagase Viita company name

Hayashibara harnessed the power of nature through manufacturing to support comfortable and flourishing lifestyles. By changing the company name to Nagase Viita, we are bringing to the forefront our commitment to co-create sustainable value with our stakeholders. "Viita" comes from the Latin word "vita," meaning life or living. Adding another "i" to become "ii" depicts our dedication to a prosperous and sustainable future in harmony with nature.



our commitment to sustainability in our identity. To make this transformation a solid foundation for our company-wide initiative, we actively conducted internal communications to promote awareness among our employees and clearly convey our new purpose.

Kosmicki The Prinova Group conducts business with leading global food and beverage companies that set

particularly rigorous demands for sustainability. At Prinova, we believe the long-term sustainability of our business is directly tied to our ability to exceed their expectations, which go beyond simple compliance with laws and regulations. EcoVadis and Sedex are important benchmarks that directly contribute to improving sustainability performance. Earning a Gold rating from EcoVadis is especially meaningful because it shows that our efforts rank among the most outstanding worldwide.

Takemoto That is true. Evaluations are a reflection of the company as well as indicators for the expectations and demands of society. I also feel that the essence of sustainability is engaging in dialogue with stakeholders and meeting expectations to continue improving as an organization.

Masui Have your businesses changed because of the higher external evaluations?

Takemoto The most noticeable change is in the employee mindset. New graduates and mid-career hires often refer to non-financial information before applying, and it seems that they join the company with high expectations for our sustainability initiatives. EcoVadis Platinum rating highlights our commitment to sustainability and is often a key factor for our customers. Our bio-based materials are made from natural raw ingredients and manufactured through environmentally low-impact processes. As a manufacturer, we consider the significance of human rights as well as traceability across our entire supply chain and business operations.

Kosmicki At Prinova, improving the quality of supply chain engagement has opened up new global business opportunities. Prinova actively engages EcoVadis as well as Sedex, and we have completed audits based on the Sedex audit protocol for 50% of the suppliers in the Sedex system. I believe the environmental certifications and fulfilling expectations for traceability has improved our engagements with business partners.

Group collaboration will enable differentiated growth

Masui Still, the field of sustainability is broad and rapidly changing. I feel that there are many areas where more could be done. What are your thoughts on this?

Kosmicki It is difficult for one company alone to tackle issues such as biodiversity conservation, the circular economy, and even, as mentioned earlier, in supply chain management data management and digital technology (AI).

Takemoto I agree. Nagase Viita aims to expand

its business by leveraging Prinova's local networks in Europe and the U.S., as well as NAGASE's in Asia. Ideally, we, as a Group, should have a unified concept embracing sustainability principles. However, I feel this is still a weak area. We hope to be more open, sharing information and expertise across the Group and beyond industry boundaries and project stages.

Masui From that perspective, we were able to exchange valuable information at the first One NAGASE Europe Sustainability Summit held in April 2025 (photo below). Regarding the global cooperation you both mentioned, we plan to hold detailed discussions on common and individual issues and align them with the initiatives of the Chief Sustainability Officer (CSuO, see page 65) framework in Japan. I want One NAGASE to grow even stronger in sustainability, which I believe will make our corporate group even more compelling. What roles do you see your companies playing in enhancing the Group's overall sustainability?

Takemoto At Nagase Viita, we strive to stay ahead of the market trend in the food, personal care, and pharmaceutical fields. We are dedicated to drive further product development that will meet customer needs in the future.

Kosmicki Within the Group, Prinova has considerable experience and know-how in auditing suppliers using Sedex. I believe we can work together to develop a unified, comprehensive supplier engagement and audit system. Offering this level of value could provide both Prinova and the Group with a competitive advantage.

Masui To keep pace with latest guidelines and laws, we will need to build a system that enables us to quickly gather and share information across the Group. This will also help relevant organizations gain a broader and deeper understanding of the Group's diverse activities and markets. I think NAGASE's diverse range of businesses makes it very challenging to gather and share industry information horizontally across organization and businesses. Yet, if we can succeed in this and deliver sustainable solutions worldwide that only NAGASE can offer, I am confident that our customers will deeply value it. It is exciting to imagine the scale of contribution we can make to society and our customers. The Group is counting on each of you to help lead us in realizing that potential.

1st One NAGASE Europe
Sustainability Summit



Strengthening Global Collaboration

Strengthening collaboration across regions and beyond functions

The NAGASE Sustainability Committee, chaired by the Representative Director, President and CEO, formulates Group-wide policies, and the Corporate Sustainability Office is responsible for implementation.

In recent years, we have emphasized collaborations that transcend regions and functions, and are promoting initiatives to further strengthen sustainability through our One NAGASE approach. In fiscal 2024, we established a new system in which the Corporate Sustainability Office functions as a hub for global collaboration, with full-scale operation commencing in fiscal 2025. As part of this system, we plan to hold regular summits with participation from domestic and overseas business departments and Group companies. The first summit for Europe was held in April 2025 in Germany, with Prinova, PacTech, Nagase (Europa), Nagase Viita and Nagase & Co., Ltd. participating.

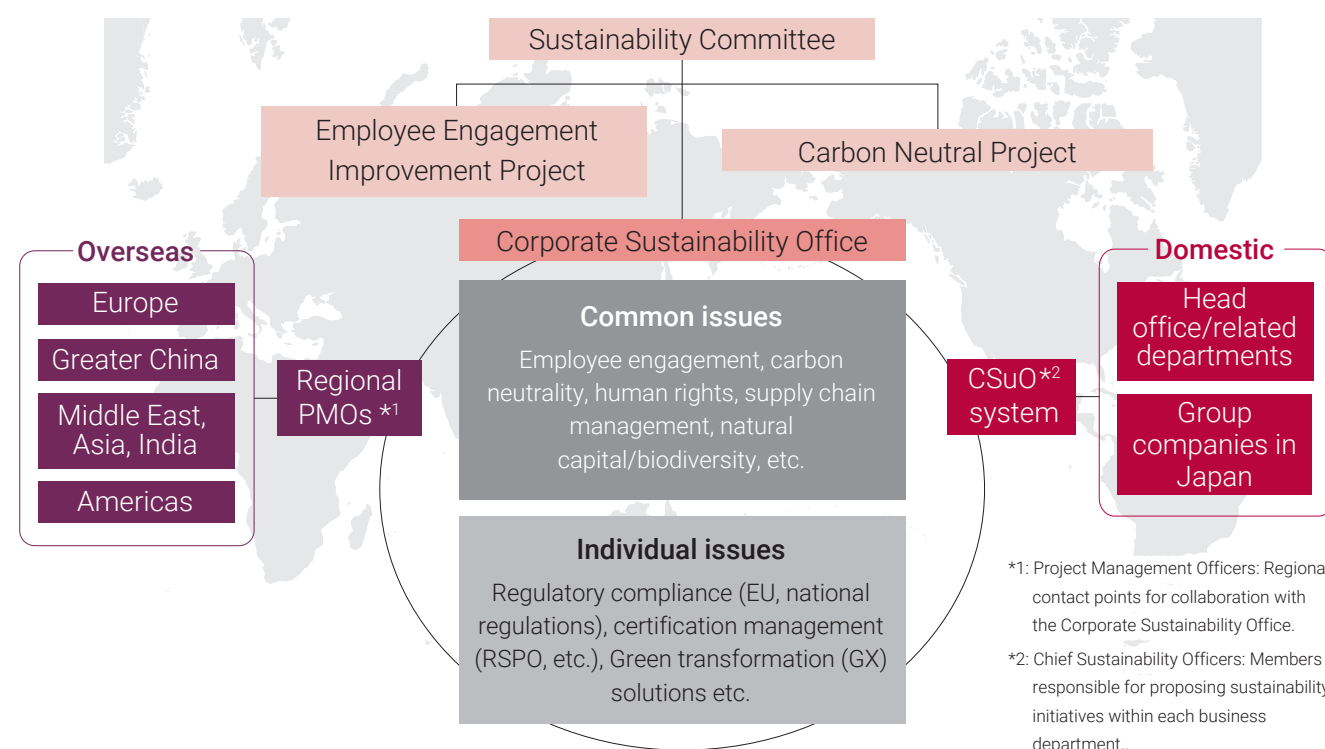
The summit confirmed and discussed the Group's sustainability policy, external experts were invited to lead seminars, and there were workshops on employee engagement. Going forward, we will divide issues into two groups: common issues for the Group globally and individual issues, and set up working groups based on themes to build dialogue.

We have a Chief Sustainability Officer (CSuO)*2 system in place in Japan. From fiscal 2025, some Group company members in Japan have joined the system. With respect to manufacturing, we also have the Group Manufacturers' Collaboration Committee (MCC), which is made up of domestic Group manufacturing companies that work together primarily on carbon neutrality (p. 95).

Going forward, the Corporate Sustainability Office will act as a hub to connect Group companies outside Japan with the domestic CSuO and MCC. The aim is to further strengthen the sustainability promotion systems across the entire Group.

NAGASE Global Sustainability Network

We have launched the NAGASE Global Sustainability Network as an initiative to strengthen our sustainability promotion systems, with the Corporate Sustainability Office acting as a hub connecting Japan and the world and deepening Group dialogue by dividing issues into common issues and individual issues.



Carbon Neutrality

Applies to	KIP	FY2024 Result
NAGASE Group (consolidated)	Reduction in Scope 1, 2 emissions: 37% or more (compared to FY2013)	43% reduction
	Reduction from renewable energy generation/purchases: 35,000 tons or more (cumulative)	13,272t -CO ₂
Nagase & Co., Ltd. (non-consolidated)	Scope 2: Zero emissions	1,893t -CO ₂

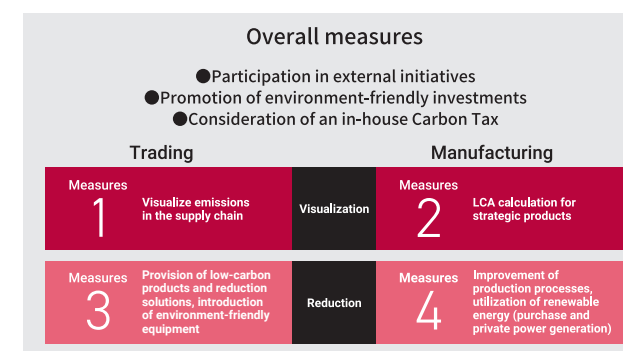
Strategies

Because NAGASE Group also has a manufacturing and processing function in addition to our trading function, we categorize our business activities in terms of two axes and four quadrants (Trading, Manufacturing, Visualization, and Reduction) with the aim of achieving net-zero Scope 1 and 2 emissions by 2050 in line with the NAGASE Group Carbon Neutral Declaration, and we are working to achieve these goals.

We also endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in January 2022. Details are available on our company website.

► <https://www.nagase.co.jp/english/sustainability/environment/climate-change/>

Carbon Neutral Declaration	
2030 Scopes 1,2 46% reduction (compared to FY2013) Scope 3 12.3% reduction (compared to FY2020)	2050 Scopes 1,2 Carbon neutral



Commitment to obtaining SBT certification

All Companies × **Reduction**

In September 2024, we submitted a commitment letter to obtain certification for our near-term targets under the Science Based Targets initiative. We are reviewing our goals and making adjustments to achieve certification within two years.

Nagase Viita obtained CFP third-party verification

Manufacturing × **Visualization**

Nagase Viita has received third-party verification of its carbon footprint (CFP) calculations based on ISO 14067 for its TREHA™ and AA2G™ product lines. The use of CFP data across the entire supply chain has advanced in recent years, but ensuring data reliability has become a major challenge. Through horizontal deployment of such case studies within the Group, we will work to visualize data through CFP calculations and the like across NAGASE Group.



Scope of assurance
 • FY2022 CFP Calculation Report
 • All product variants of AA2G™ (Okayama Plant II) and all product variants of TREHA™ (Okayama Functional Saccharide Plant)
 • Life cycle stages: Cradle to Gate
 Level of Assurance: Limited assurance

Green transformation solutions to reduce GHG emissions across the supply chain

Trading × **Reduction**

In addition to offering Zeroboard—a governed cloud solution for calculating and visualizing supply chain GHG emissions—we consolidate GHG reduction products and services within the NAGASE Group and proactively propose them to our business partners to support decarbonization.

Received the LCA Japan Forum Award (Encouragement Award)

Trading × **Visualization**

The LCA Japan Forum is an organization that promotes the spread of Life Cycle Assessment (LCA) and environmental efficiency. In fiscal 2024, LCA Japan Forum awarded the Environmental and Sustainability Consortium, which the Specialty Chemicals Department holds as a collaborative platform for mid-sized Japanese chemical manufacturers, with the Forum's Encouragement Award for its carbon footprint (CFP) calculations and awareness-building activities.



Engagement

Applies to	KPIs	FY2024 Result
Group companies	Employee engagement survey completion rate: 100%	100%
Nagase & Co., Ltd. (non-consolidated)	Engagement survey score: Total score of at least 60	58.3

Employee Engagement Improvement Project (EEIP)

The NAGASE Group defines engagement as “the company (organization) and its employees have a mutual understanding and are looking in the same direction as equal partners.” Through our EEIP, we are working to create opportunities for dialogue across the Group.

In fiscal 2024, we carried out various activities to promote understanding, permeate and advance employee engagement. At the same time, we have also begun considering questions for a customized common survey for the NAGASE Group to measure the degree to which our definition of “looking in the same direction” is understood. In fiscal 2025, we are also working to promote harassment-free practices as part of our efforts to improve employee engagement.

Dialogue with overseas Group companies

In September 2024, we held an engagement dialogue session outside Japan with the aim of promoting and spreading understanding of employee engagement at our overseas Group companies. At this session, we explained the NAGASE Group’s approach to employee engagement and held discussions to deepen understanding. In December, we also had staff in charge of personnel matters at overseas Group companies gather for a Global HR Council to discuss employee engagement. Sharing the engagement challenges faced

by each Group company and referencing their initiatives helped in resolving issues faced by others in the Group.

Going forward, we plan to share information on measures and other matters among Group companies around the world to improve employee engagement across our organization.

Independent initiatives by departments

Based on the idea that employee engagement is promoted by the head of each organization, each department and Group company is taking the initiative in improving employee engagement. The Corporate Sustainability Office promotes and supports such engagement activities for Nagase & Co. Ltd.’s departments and Group companies through the sharing of case studies, providing forums for dialogue, and analyzing the overall challenges. We aim to improve engagement by sharing good initiatives that emerge from dialogue within each department and by creating a forum to discuss issues.



As a result of these efforts, the employee engagement score was 58.3 at Nagase & Co., Ltd., earning it 9th place in the large companies category (under 5,000 employees) in the Best Motivation Company Award 2025 sponsored by Link and Motivation Inc.



Supply Chain Management and Respect for Human Rights

Supply Chain Management

Supply Chain Management Policy

All our officers and employees strive to fulfill their responsibilities in accordance with the NAGASE Group Supply Chain Management Policy when working with business partners in the supply chain.

Initiatives at Group companies

Nagase Viita Co., Ltd. has identified and disclosed its response policies for the following key human rights issues: Consumer Safety and the Right to Know, Discrimination and Harassment, Child Labor and Forced Labor, Respect for Basic Labor Rights, and Promotion and Support for Work Hour Management and Health and Safety. We also conduct supplier audits every three years as well as on-site audits at manufacturers of tapioca, one of our key ingredients.

Prinova is an AB member of Sedex (Supplier Ethical Data Exchange, primarily for manufacturers and service providers) and conducts the SMETA (Sedex Members Ethical Trade Audit) protocol every two years. Audits have been completed for over 50% of suppliers linked to Sedex’s system. The company promotes supply chain transparency in four areas: labor, health and safety, environment, and business ethics, with a particular focus on human rights and health and safety.

Self Assessment Questionnaire (SAQ)

Nagase & Co., Ltd. sends out questionnaires to our suppliers regarding their human rights and environment responses.

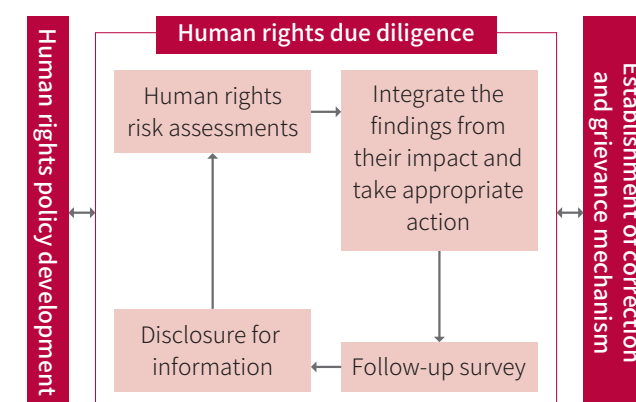
The questionnaires are done through the Dataseed SAQ service of Zeroboard Inc. Based on an analysis of the responses, we provide feedback to suppliers and support them in making improvements as needed.



Respect for Human Rights

Human rights due diligence

NAGASE Group formulated its Human Rights Basic Policy in April 2024, and also supports and respects the United Nations Guiding Principles on Business and Human Rights. We conduct human rights due diligence for our employees and supply chain in business activities, in accordance with these principles.



Training and internal penetration measures

To promote respect for human rights, NAGASE Group provides training for all employees, promotes internal penetration measures. In addition to e-learning, we publish compliance newsletters, conduct position-specific harassment and compliance training, and provide training for personnel who deal with whistleblowing.

Training title	Applies to	FY2024 Actual
E-learning NAGASE Group Step up ↗ Compliance	All employees (Nagase & Co., Ltd.)	89.0% Average of all 12 sessions from May 2024 to Apr. 2025
Position-specific harassment and compliance training	Section managers (Group companies)	114 attendees In-person training attendance rate 97.5%

Roundtable discussion A talk with the frontline leaders of the trading company, manufacturing, R&D, and overseas operations



Joining the discussion (from left)

Toshio Wakuda (Executive Officer, General Manager, Human Resources & General Affairs Department)

Yoshiyuki Morita (Representative Director, President, Nagase ChemteX)

Xiaoli Liu (Executive Officer, Manager of Nagase Bio-Innovation Center)

Ryuhei Tashima (Executive Officer, General Manager, Advanced Functional Materials Department)

Koichi Kawahito (CEO, Nagase ASEAN)

One NAGASE—people and systems creating value

People-driven manufacturing, research, and trading

Wakuda● NAGASE creates new value for society by uniting the functions of a trading company, manufacturer, and R&D institution and providing materials for manufacturing solutions. The foundation of this value creation is our people. Our human resources strategy is built on the three pillars of people and our corporate environment and culture, with people being the most vital for our future. How can we cultivate an innovative, global workforce of forward-looking leaders who are unbound by the past? I ask each of you to share your thoughts on the role of people in our organization. As President Ueshima has stated, ‘People are the lifeblood and soul of NAGASE.’ What does “people” mean to you?”

Tashima● NAGASE has grown from a trading company into a multifaceted organization with manufacturing and



Executive Officer
General Manager, Human Resources
& General Affairs Department

Toshio Wakuda

R&D functions. Such a value-added structure can only be created by people. To me, people are those who think independently and create new systems; they are the very source of value creation.

Liu● From a research and development perspective, when hiring data scientists, we seek people with quantitative skills. Then, as they gain knowledge and experience, they evolve into human resources who create value from the ground up and become indispensable assets to NAGASE.

Morita● When I became president of Nagase ChemteX, I emphasized that the relationship with employees does not make a company, the people are the company.

Every one of our innovative products was created by the combined power of our people. A company is just the package, and no matter how impressive it may seem, there will be no innovation or corporate value growth without the people who make it.

Wakuda● That’s true. Without people, a company is just a name and a package.

Kawahito● I think people are also the main force in corporate activities, and their knowledge and willpower are vital. For instance, it’s the knowledge that creates the value in Mr. Tashima’s trading, Ms. Liu’s R&D, and Mr. Morita’s manufacturing. Nevertheless, knowledge is not enough to sustain a business. Strong determination is also needed to elevate a company so it contributes to society. It is that determination to realize dreams and goals that makes value creation possible. I believe that knowledge and determination only come from one source—people.

People making diversity a strength by crossing boundaries, taking on challenges, and imagining

Wakuda● How do you develop your people in your operations? The Human Resources & General Affairs Department provides systematic, tiered training across the Group, with programs tailored to different levels. For candidates to become department heads, we systematically build their skills through required



Manufacturing

Representative Director,
President,
Nagase ChemteX

Yoshiyuki Morita

career and management training. However, this general education alone is not sufficient. NAGASE’s trading, manufacturing, and R&D functions differ, as do the local conditions in which they operate worldwide. We must also take a flexible approach to specific training so employees can learn the intricacies of each worksite and its people. What systems and innovations do you use to develop your human resources?

Tashima● I emphasize creating a culture that embraces challenges. Throughout my career, I have failed on many projects, but no matter the setback, my superiors never denied me another opportunity and always gave me a chance to try again. Reflecting on what went wrong and what I could have done differently turned defeats into experience that enabled the creation of new value. Our Inter-departmental Exchange Program has produced excellent results. Working in a single department can narrow one’s perspective, and even internal training has limits in broadening employee viewpoints. To address this, we proposed to the divisions and Human Resources Department the idea of sending employees to gain experience in the Specialty Chemicals Department, which handles petrochemical products and surfactants. Business models and perspectives vary greatly even within the NAGASE Group. A younger participant said the experience he gained would have been nearly impossible



Overseas

CEO, Nagase ASEAN

Koichi Kawahito

to acquire within his own department. This reinforces that NAGASE's strength lies in its ethos of taking on new challenges.

Wakuda The Human Resources Department also gained valuable insights from the program. I firmly believe that the broader perspectives gained through cross-boundary experiences will become increasingly important for developing human resources in the future.

Kawahito I am responsible for the ASEAN region and have collaborated with the human resources department to develop the education system, which is divided into three levels: basic classes for all employees, and middle and upper levels. Although referred to as ASEAN, the region encompasses nine countries with diverse cultures, religions, and languages, so we customize the program to meet each country's needs. To ensure deeper understanding, training is delivered in local languages rather than English. In October 2024, we launched a Knowledge Share initiative. The ASEAN markets are at varying levels of maturity, and this program promotes the exchange of best practices among countries to elevate the entire region.

Wakuda Programs are often designed to be accessible to as many people as possible, which ends up making them rather generic. Knowledge Share skillfully adapts the generic programs to local needs, and is similar in many ways to the Inter-departmental Exchange Program. Initiatives like these are expanding

our networks of learning across departments and geographic regions.

Liu Finding solutions in R&D requires specialists approaching problems from multiple angles. Answers don't come automatically; they must be sought to create value. For this reason, the Nagase Bio Innovation Center began holding Proposal Presentation Meetings over a decade ago. The meetings foster a culture that nurtures employee independence and creativity. Project team leaders can be anyone, including younger employees with only a few years at the company, which serves as a strong motivator. Leading these presentations provides a valuable experience in leadership and team building, as employees formulate and test hypotheses while engaging others to achieve goals.

Wakuda People are what elevate something from zero to 1 and then have the ability to continue developing it into a version 1.1 or 1.2. It is people who can do both of those steps that have the ability to develop value continuously. Developing such talent is key priority not only in research and development but across all departments. What characteristics define a person who creates value?

Morita What Mr. Kawahito said reinforced the idea that willpower is crucial for creating value. People who have a strong will and can translate it into decisive



R&D

Executive Officer, Manager of Nagase Bio-Innovation Center

Xiaoli Liu

action are the ones who achieve results. As Mr. Tashima mentioned, many efforts fail, and sometimes the best choice is to move on. Yet it is the people who persist with determination that inspire and lead others. We need to support people with those characteristics and foster a culture that celebrates taking on challenges.

Connecting people and systems to transform individual strengths into collective value

Wakuda Lastly, I would like to ask how the ideas we have talked about are being implemented not just in your divisions, but as part of the unified One NAGASE.

Kawahito One NAGASE requires relationships of trust and mutual reliance. The first step is getting to know one another. We have about 600 employees in the ASEAN region, but still relatively few opportunities to learn more about operations outside one's own country or in the Group's manufacturing and R&D functions. This is why I believe it is crucial to communicate the Group's overall image and create mechanisms to strengthen cross-organizational connections.

Liu NAGASE is highly regarded externally for not only being a trading company but also engaging in research, development, and manufacturing. In other words, from the outside, the vision of One NAGASE is already clear, yet internally there are still instances where inter-organizational collaboration remains a challenge. This is why, under the slogan of One NAGASE, what we must keep in mind is an outward-looking mindset—considering what we can each contribute to meeting customer needs from our respective positions. As this value is more widely shared, our sense of camaraderie will deepen, and a natural spirit of collaboration will take root.

Tashima Our department collaborates daily with group companies both in Japan and overseas, so in a sense, we may already be embodying One NAGASE. However, this is more of a vertical collaboration. I believe, as you all have mentioned, we need initiatives to strengthen horizontal collaboration, such as through information sharing and mutual visits among sites. I also think local



Trading

Executive Officer
General Manager, Advanced
Functional Materials Department

Ryuhei Tashima

operations could benefit quite a bit from presentations from people in global operations, like Mr. Kawahito.

Morita One way to horizontal connections might be expanded could be to set up certain individuals who could serve as connecting points for others. Networks would naturally grow if we created opportunities to bring together people who have curiosity and who excel at creating connections. New ideas and new value can come from people getting to know and interacting with each other. NAGASE people love to follow a path that has already been proven to lead to success. A good example instantly makes the hurdles seem easier, and people eagerly take on new challenges like they've been doing it forever. I see that vitality as one of NAGASE's strengths.

Wakuda Thank you all for your invaluable ideas. To put them into action and make them sustainable, we need more than the enthusiasm of a few—they must be embedded in a system that allows everyone to adopt and carry them forward. The Corporate Department will work with all of you to make this a reality. Thank you for your time today.

Human Resource Strategy

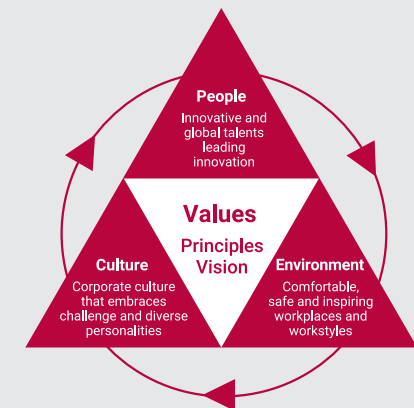
Pursuit of Quality in human capital

We are a corporate group that solves manufacturing issues with materials, based on the relationships of trust with stakeholders built over the years by maintaining the highest standards of integrity. In an era where economic value and social value are “trade-ons” (as opposed to “trade-offs”), we will contribute not only to short term but also to medium and long term business, and pursue the realization of a safe and caring world where everyone can live with peace of mind.

To that end, we set three important issues for our human resource strategy during the period of

ACE 2.0 as we sought to enhance the quality of our individuals and our Group. The first is People: In the rapidly changing business conditions, how can we strengthen our human capital of innovative and global individuals who will lead our change without being bound by precedent or past successes? The second is Environment: How can we create workplaces and ways of working that are comfortable and safe, and allow employees to fully express their creativity? The third is Culture: How can we create a culture in which diverse people with various backgrounds and values can take on challenges with enthusiasm and bravery in their own way?

Throughout the **ACE 2.0** period, we introduced and implemented various concrete measures to tackle these three important issues. These measures were categorized as talent management, acquisition and retention, talent development, health management, work style innovation, HR policy, and DE&I. Their implementation created virtuous cycles in terms of People, Environment, and Culture, leading to achievement of our target outcomes (ideal state) for every category. As a result, the Group as a whole was provided with human resources capable of maximizing value creation as part of “One NAGASE,” helping us realize our vision of being a corporate group that solves manufacturing issues with materials.



Execution of the ACE 2.0 Human Resource Strategy

		FY2021	FY2022	FY2023	FY2024	FY2025	Outcomes (Ideal State)
People Talent Management	Strengthening HR × Business collaboration	Introducing HRBP system		Introduction of HRBP×CHRO system	Holding of HRBP×CHRO Workshop Holding of CHRO Camp		Ensure the right people are in the right roles worldwide by visualizing our global talent portfolio
	Promoting active communication between levels		Deepening of overseas talent view				
People Acquisition/Retention	Strengthening recruitment/retention measures	Holding of “N-Dialogue” meetings with directors and section managers		Launch of “N-Meetup!!”	Holding of President-employee dialogues		Acquire and retain excellent people globally by tying recruitment to our business strategy
			Updating the recruitment website	Launch of referral recruitment and return to work (RTW) systems	Strengthening female recruitment *Percentage of women among new career-track hires Initial target of 30%+	Implementation of branding strategies (uploading videos, etc.) Course-based recruitment	
People Talent Development	Expanding learning opportunities	Launch of Nagase Good Company Project		Establishment of N-Alumni			Develop business designers and innovation leaders by providing systems for self-directed career development and various opportunities for skill development
		Strengthening management candidate training (NMP: Nagase Management Program)		Introduction of liberal arts-type training	Start of dispatch-type female management training	Revision of NMP course content Launch of Coaching Project	
People Health Management	Promoting employee health Acquiring certifications as a Group	Launch of Career Development Program	Launch of Self Innovation Challenge (Providing opportunities for self-directed learning)	Open of in-house N-Library	Holding of NAGASE GENBA SCHOOL seminars		Execute new digital measures to promote physical and mental employee health
			Launch of Smoking Cessation Classes	Introduction of health app	Launch of unified Group training at overseas subsidiaries	Inclusion of global employees in the overseas training system	
Environment Work Style Innovation	Improving work environments	Launch of Outstanding Organizations of KENKO Investment for Health certification support for Group companies					Realize a better workplace comfortability and a culture of creativity through the realization of a NAGASE work style that has evolved in terms of style, space, and tools
		Establishment of work-from-home system Work Style Change Management activity (Tokyo)	Launch of PROJECT BRIDGE Relocation of Tokyo office	Work Style Change Management activity (Nagoya/Osaka)	Relocation of Nagoya office Renovation of Osaka office	Workshop on new work styles at the new Tokyo Head Office	
Culture HR Policy	Deepening our HR systems Revising director compensation systems	Start of discussion of career-track HR system			Introduction of new career-track HR system Renaming of job role “Assistants” to “Experts”	Launch of Expert Leader System	Design, introduction, and operation of systems linked to our management strategy
		Revision of domestic Group company director compensation systems				Revision of NAGASE and domestic Group company director compensation (from FY2025)	
Culture DE&I	Strengthening diversity	Adoption of free dress code	Disclosure of DE&I indicators (Percentages of female managers and career-track hires)	Release of DE&I statement by the President Holding dialogues between female career-track employees Inclusion of DE&I training in executive officer training	Strengthening supports for childcare, etc. (e.g., introduction of fertility treatment leave system) Introduction of DE&I training for managers Introduction of company-wide online training	Setting a new target percentage of female managers following early achievement of DE&I targets *10% by the end of fiscal 2028	Foster a culture where diverse talents can shine and demonstrate their capabilities (increase in percentages of female, mid-career individuals, and foreigners hired for career-track positions)
			Launch of employment support farm (Yokohama)				

Realization of our business and management strategies

Human resources capable of maximizing value creation as part of “One NAGASE”

A corporate group that solves manufacturing issues with materials

People

—Strengthening our Innovative and Global Talents—

Human capital development

Our basic approach to human capital development

The NAGASE Group positions human capital development as representing the strengthening of operational foundations that support the Group's growth. We aim to realize human capital development by the Group as a whole, by having grade-specific training implemented jointly throughout the Group, and by strengthening training for local staff at overseas Group companies.

Key points for strengthening human capital development

Among the wide-ranging human capital cultivation measures that we implement, the following three items are particularly important. Going forward, we will continue working to strengthen our human capital development as necessary in line with changes in the external environment and with the NAGASE Group's strategy.

(1) Expanding elective training

To ensure the strength of NAGASE as a business group, we provide sufficient opportunities for employees to acquire necessary knowledge and skills. We also hold lecture sessions at which leading figures from various sectors are invited to give talks.

(2) Strengthening training for local staff at overseas Group companies

Besides realizing visualization of our global human capital portfolio and strengthening succession planning for senior managers, we are also strengthening talent cultivation programs for local staff at overseas Group companies.

(3) Globalization of overseas business training systems

The Overseas Business Training program, which in the past involved employees of Nagase & Co., Ltd. in Japan being sent on overseas assignments, is now being implemented globally, so that employees of overseas Group companies can be sent on assignments to Japan, or to a third country.

Human capital development and training systems

Position	Managerial responsibilities / Specialist responsibilities		
	Compulsory training	Selective training	Elective training
Department Manager or Higher		Domestic or overseas business school	
Department Manager Candidate	Career Training II	NAGASE Management Program	Domestic business school
Section Manager	Management Training	New Manager Training	

Position	Career development responsibilities		
	Compulsory training	Selective training	Elective training
Section Manager	Career Training I		
Section Manager candidate	MBA Fundamentals Program	Practical Training	MBA Fundamentals Program
Section Manager candidate		Leadership training	
Supervisor	Second year follow-up training		
	Introductory practical Seminar		
	Initial training		

Empowering Diverse Growth

Coordination between HR dept. HRBPs and business dept. CHROs

Case ①

Polymer Global Account Dept.



(From left)
HRBP
Hitomi Sato, Human Resources & General Affairs Dept.
Business Department CHRO
Takehiko Hatsuda, Polymer Global Account Dept.

Enhancing on-site capabilities across the Group

Rebuilding our OJT system to strengthen on-site prowess

In our business department, which does a large proportion of its business overseas, within a stable business model, employees can thrive as they accumulate diverse experiences. This makes OJT incredibly important, but we had a problem with intergenerational knowledge transfer. Normally, mentoring of younger employees is handled by senior staff close in age. However, in our department, many young employees are sent overseas early, and particularly since the COVID-19 pandemic, support for employees in their second to fourth year has been insufficient. Therefore, in order to enhance our multifaceted OJT supports, we are strengthening our ongoing follow-up system by placing veteran employees near junior staff to transfer skills and values and maintain their motivation.

Coordinating training systems with Group companies

Our business department is working with Nagase Plastics, a domestic sales Group company to unify our training systems. We are also actively promoting secondment and reverse secondment between Group companies, including overseas subsidiaries. By deepening collaboration between organizations within the Group, we are strengthening the foundation of our consolidated organizational structure while enhancing our People across the entire Group. HRBPs assist business department CHROs by designing training, sharing examples with other business departments, and assisting with secondments. Our role is to customize each business department's training while maintaining a company-wide core concept of the desired talent profile, thereby assuring the vectors of each department's talent development remain properly aligned.

Case ②

Life & Healthcare Products Dept.



(From left)
HRBP
Tatsuki Yamauchi, Human Resources & General Affairs Dept. (Left)
Business Department CHRO
Hiroki Nishimura and Ayumi Hirabayashi, Life & Healthcare Products Dept.

Our strategic human resource development

Training to foster a management perspective

The Life & Healthcare Segment includes major domestic and overseas Group companies, making it one of NAGASE's largest organizations. As such, it is expected to generate results through collaboration with Group companies and other partners. Our business department in particular aims to develop People with an elevated management perspective of maximizing value by pursuing overall optimization. As part of this effort, our business department CHRO and HRBP jointly planned and executed a unique training program on the theme of strategy development skills aimed at section-level managers.

First-year training program for developing on-site prowess

As part of our business department's first-year employee training program, we conduct tours of the manufacturing and R&D sites of Group companies such as Nagase Viita, as well as case study-based training focused on practical sales operations. While basic skills for business professionals and workplace fundamentals are thoroughly covered by our company-wide HR training, our business department's training program is uniquely designed to cultivate more practical and applied skills, such as troubleshooting in the sales field. Moving forward, our HRBP and business department CHRO will jointly develop more initiatives that supplement our company-wide training and meet the specific talent development needs of our business department.

Training expenditure and hours of training

Training per employee (FY2024)

Annual training expenditure	205,000 yen
Annual hours of training	41.45 hours

Human capital development and training systems (including elective training)

System	Overview
Overseas business Training	Support for self-realization
Support for self-realization	<ul style="list-style-type: none">Financial assistance for company-approved training programsSupport for various certification (test fees, textbooks, and opportunities for study sessions, etc.)Financial reward for obtaining qualifications
Assignment to attend external training or seminars (elective and selective)	Liberal arts training and business schools
Diversity training	Discussion of organization where diverse talents can demonstrate themselves, for advancing NAGASE's DE&I

Coordination between HRBPs and CHROs

Within the Human Resources Department, a Human Resources Business Partner (HRBP) is assigned to each of NAGASE's business departments, and a system has been adopted for undertaking organization building and human capital development based on a thorough understanding of the Company's business strategy. In addition, so as to be able to implement business strategy while keeping a human resources perspective, personnel have been appointed in each business department to fulfil the departmental Chief Human Resources Officer (CHRO) role.

By collaborating closely with each other, the HRBP and CHRO of each business unit are able to identify all of the personnel involved with the business, and the issues affecting the organization. The adoption of human resources initiatives at the level of the segment or department to address individual issues helps to accelerate the execution of the Company's business strategy.

Providing opportunities to learn the “NAGASE way” ①

Enhancing on-site prowess at the NAGASE GENBA SCHOOL

Following the COVID-19 pandemic, work styles, communication methods, and individual values are changing and diversifying. Amidst all this change, the Company launched NAGASE GENBA SCHOOL in fiscal 2024 to communicate what remains the same at NAGASE to employees. The goal of the program is for employees to gain insights and learnings that will lead to positive behavioral changes. Experienced executives and employees serve as the instructors, sharing their career experiences and lessons learned from past failures. Three sessions were held in fiscal 2024, focusing on themes such as trading in the age of digital technology and AI, resilience and adaptability, and the key to gathering information in these changing times. After hearing instructors’ individual experiences and actual customer case studies, participants verbalize and share what it means to provide

value the “NAGASE way”



Providing opportunities to learn the “NAGASE way” ②

Junior employees accompanying the President on overseas trips through the CEO Accompaniment Program

In fiscal 2023, we trialed an initiative where a junior employee accompanies President Ueshima on his overseas business trip. In fiscal 2024, it was formally launched as a training program. In this program, one junior employee around the age of 30 recommended by their business department’s general manager accompanies the President on an overseas business trip. By observing his actions up close, they can elevate their business skills and perspective and gain insights that will serve as goals

for their future growth. During fiscal 2024, six employees accompanied President Ueshima on overseas business trips lasting around four to seven days each. Such direct exposure to the work of top management not only allows participants to gain the sort of experience their usual work cannot provide, but also cultivates their ability to take a top-down view of NAGASE from a management perspective, making the program a valuable learning opportunity for on-the-job growth and future career development.



Explaining our management strategy to overseas Group employees alongside the President

Providing opportunities to learn the “NAGASE way” ③

Globalization of overseas business training systems

We have revised our Overseas Business Training program, which previously sent Japanese employees overseas, to include the sending of local staff at overseas subsidiaries to Japan and other countries. By allowing cross-border training where people are sent from abroad to Japan, or from one foreign country to another, we aim to enable more diverse people to experience the NAGASE Group’s network, culture, and business practices, thereby cultivating the ability to drive global transformation. In addition to gaining a broader international perspective,

participants are able to improve their real-world problem-solving skills and deepen their understanding of diverse values by tackling practical challenges related to business expansion. In fiscal 2024, we established the program’s operational framework, notified employees of its existence, and facilitated coordination between each Group company before sending the first group of participants in July 2025. By continuing to regularly send employees on overseas training, where they will be exposed to different business practices, cultures, and values, we aim to develop diverse leaders with global mindsets. We expect the growth of global talents across the entire NAGASE Group will accelerate NAGASE’s value creation and lead to sustainable growth.

Environment —Comfortable, safe and inspiring workplaces and workstyles—

Project Bridge

Under the Project Bridge initiative aimed at realizing new work styles at NAGASE, we have introduced activity-based workplaces (ABW) at our Tokyo, Osaka, and Nagoya locations. At the new Tokyo Head Office building currently under construction and scheduled for completion in fiscal 2026, we aim to create a safe and secure workplace that enables the full expression of creativity.

Activity-based workplace (ABW)

We believe that having varied workstyles that strengthen the productivity and efficiency of individual employee is vital for enhancing the productivity and work-life balance of the NAGASE Group as a whole.

The activity-based workplace (ABW) concept, which was introduced at the Tokyo Head Office, Osaka Head Office, and Nagoya Branch Office of Nagase & Co., Ltd. from fiscal 2022 to fiscal 2025, involves having all employees share spaces so that employees can choose their own working spaces that will allow them to maximize their performance based on the content and status of their current work tasks.



Rendering of the new Tokyo Head Office



Nagoya Branch Office

Health management promotion

The NAGASE Group has drawn up and announced the NAGASE Health Declaration to provide support for Group employees to maintain and enhance their health, and encourages this movement. Nagase & Co., Ltd. has been selected as one of the Outstanding Organizations of KENKO Investment for Health (which recognizes corporations that have realized particularly impressive health management through health promotion initiatives), and has maintained this certification every year since fiscal 2018. These efforts have been extended to NAGASE Group companies with a total of seven NAGASE Group companies (including Nagase & Co., Ltd.) obtaining the certification.



Concrete initiatives

① NAGASE Smoking Cessation Classes

In collaboration with NAGASE’s Health Insurance Society, we offer employees and their family members an Online Smoking Cessation Program that provides participants with free consultations until they complete the program. In addition, we have held the NAGASE Smoking Cessation Classes twice a year since fiscal 2023. Around 80% of participants including Group employees successfully manage to stop smoking. We have also designated the week starting May 31 (World No Tobacco Day) as NAGASE No Tobacco Week, during which employees are prohibited from using the smoking rooms, raising awareness on smoke-free workplace.

② Employees training with supported athletes

NAGASE supports visually-impaired para-athlete Shinya Wada and his guide runner Takumi Hasebe in their competitive activities. We hold afterhours practice sessions where Group employees are able to participate in the long-distance routine running training of the pair, who have medaled at events including the Tokyo 2020 Paralympics. This is not just an opportunity for employees engage in healthy physical activity, but also an opportunity to increase their health awareness and engagement through interaction with para athletes.

Culture —A Culture and Workstyle that Lets People Take on Challenges with Enthusiasm and Bravery in Their Own Way—

HR systems

A new system established in FY2024

In April 2024, NAGASE introduced a new human resources system with the aim of strengthening the cultivation of innovative global talents able to drive change in a dramatically changing business environment. The new hybrid system combines role-based grades with job-based grades, doing away with the practice of appointing employees to managerial positions largely on the basis of years of service (seniority). By clarifying employees' roles and jobs, they can be linked more closely with employee compensation. This in turn will facilitate more dynamic assignment and utilization of human resources, and will enable the Company to secure and make use of a more diverse range of high-level specialist talent.

We will proceed with the effective utilization of this new system, which maps out a career development path for both the management talent who will handle the running of the NAGASE Group in the future and specialist talent with a high level of specialist expertise, and which provides opportunities for employees with diverse personalities and values to grow and play an active role in the company in a way that suits them.

Introduction of the Expert Leader System

Experts are employees in highly specialized positions focused on practical execution, particularly in the area of customer service. The new Expert Leader System, which was introduced in December 2024, appoints certain experts as leaders, putting them in charge of identifying organizational challenges, proposing and implementing improvements, and providing management support. This expanded opportunities for our experts to demonstrate leadership, increasing career advancement options for motivated employees. We will support our experts' growth and success by leveraging their expertise while addressing the increasing sophistication of organizational management.

Promoting Diversity

As a corporate group that has some 100 locations in around 25 countries and regions worldwide, the NAGASE Group employs a highly diverse workforce in terms of gender, nationality, age, religion, lifestyle, values, and disability status. In this uncertain world, we believe diversity is a wellspring of innovation and incredible uniqueness.

Diversity management training for managers

Since fiscal 2023, we have regularly conducted diversity management training for department and section managers aimed at helping our leaders grasp the finer points of managing diverse talents based on an understanding of the strategic significance of building a diverse organization. In fiscal 2024, we provided managers with an opportunity

to consider the topics of equality and fairness from the perspective of structural discrimination, with an aim of deepening their understanding of unconscious bias. Around 100 of our managers participated in the session, where they engaged in lively discussions. We will continue to hold these training activities in the future, with the aim of realizing workplaces where employees, embodying a high level of diversity (including gender, nationality, religion, etc.), can pursue their own individual workstyles.

Promoting support for childcare, etc.

Based on our belief that diversity is a wellspring of innovation and uniqueness, NAGASE is working to create an environment where every employee can take on challenges in their own way. Helping employees balance work with family and life events by creating an environment where they can keep working with peace of mind is an important element of our diversity initiatives. In February 2025, we introduced a new fertility treatment leave system as part our supports for childcare, etc. We also introduced the Cradle DE&I promotion support service operated by Cradle Inc. By holding expert-led seminars covering a wide range of topics, including understanding the importance of DE&I within companies, as well as gender-specific health issues, we are deepening mutual understanding and fostering a culture of diversity acceptance.

N-Circle activities aimed at reducing the gender gap

Launched in fiscal 2023, N-Circle comprises a variety of measures focused on strengthening retention of female employees on the management career track. In fiscal 2024, we interviewed male employees who have taken childcare leave and published our findings internally with a goal of promoting mutual understanding. This served as an opportunity to promote utilization of the childcare leave system as well as understanding of diverse work styles within each workplace. Through such activities, we believe we can build a better working environment for female employees on the management career track so that they can fulfil their potential, while also increasing the pool of potential candidates for promotion to managerial roles in the future by providing exposure to role models, both within and outside the company.

See the non-financial highlights (p. 139) for details about the percentage of female managers.

Employment of people with disability

NAGASE's initiatives

Our offices in Tokyo, Osaka, and Nagoya have massage rooms staffed with massage therapists who have disabilities. Employees are free to use these rooms, which contribute toward improving employee welfare. We also employ persons with disabilities for cleaning, and for data entry work

performed at home, in line with their particular disability. In August 2022, we opened NAGASE Sincerity Green Farm, an indoor farm that employees six people with disabilities along with two supervisors. The farm uses the hydroponic method to cultivate leaf vegetables, which are primarily distributed to NAGASE Group employees at internal and external events, helping foster understanding of the employment of people with disabilities. In fiscal 2024, we distributed vegetables on 17 occasions inside and outside the company.

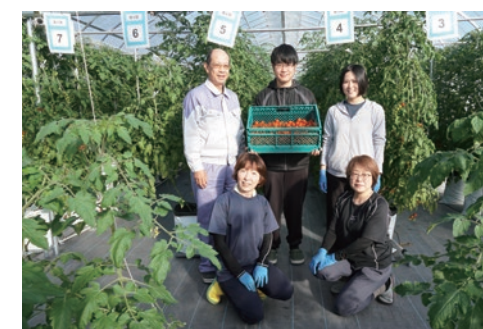
Initiatives of special subsidiary NAGASE MIRAI

In fiscal 2023, Group company Nagase ChemteX established NAGASE MIRAI in Tatsuno City, Hyogo Prefecture as the city's



NAGASE Magokoro Farm vegetable distribution event

first special subsidiary to provide safe, stable, and secure employment opportunities for people with disabilities and elderly individuals who wish to continue working, as well as to deepen connections with the local community. In fiscal 2024, NAGASE MIRAI commenced its farm business upon completion of its greenhouse facility, KAMIOKA FARMERS. The remotely controllable greenhouses cultivate flavorful high-sugar-content miniature tomatoes year-round using the bag cultivation method with organic fertilizer. The first harvest of miniature tomatoes has already been supplied to the cafeteria at Nagase ChemteX's Harima Office, sold to employees, and also donated to children's cafeterias and welfare facilities, fostering connections with the local community.

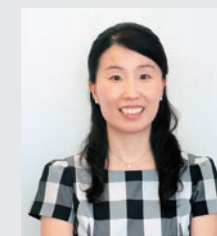


Staff at NAGASE MIRAI KAMIOKA FARMERS

Comments from employees who used our HR systems

Expert Leader System

My experience as an expert leader made me more conscious of how the other experts around me can best utilize their strengths. Although I am acting as a leader, I am not directly involved in the performance evaluation of my subordinates, so I am able to act less like a supervisor, and more like a school sports team manager who supports the players as an equal. This lets me provide support suited to the situation on the ground, such as helping to set goals for the workplace.



Moe Ito
Functional Resins
Division
Advanced Functional
Materials Dept.

Accompanying the President on overseas trips through the CEO Accompaniment Program

I accompanied the President on an overseas business trip, where I learned firsthand how to make the most of limited time, as well as how thoroughly one must prepare to do so. Everything about him left an impression on me, especially his stance of thoroughly researching the place he is going and the people he is meeting, his insistence on speaking in his own words, and his drive to immediately find an answer when there is something he doesn't know. Seeing the real work of top management and being exposed to the President's perspective and way of thinking has changed the way I approach my daily work for the better.



Hiroki Koharu
Electronics Materials
Division
Electronics Dept.

Communication with Stakeholders

Dialogue chart

Stakeholders	Value provided	Main communication efforts
Employees	<ul style="list-style-type: none">Safe and comfortable work environmentsEnvironments that allow our employees to enjoy their work and bring cheerful energy to their tasksBeing a corporate group that our employees and their families can speak of with pride	<ul style="list-style-type: none">Annual policy explanationsEmployee engagement surveysEmployee training (hierarchical education / vision education, etc.)Opportunities and events for dialogue with managementEvents offering employee opportunities for communication and building connectionInternal portal website / internal newslettersWhistleblowing system / consultation office
Business partners	<ul style="list-style-type: none">A cooperative structure that allows deeper understanding of business partners and offer broad range of possibilitiesSolutions to social issues and issues that should be dealt with across the entire value chain	<ul style="list-style-type: none">Continuous dialogue with business partners through our daily operating activitiesExhibitions / online seminarsWebsitesTaking part in supply chain programs like Ecovadis / Sedex / CDP
Society and consumers	<ul style="list-style-type: none">Practicing legal compliance and ethical management, and contributing to the development of local communitiesConsideration for the rights, health, and comfort of those involved in our supply chainsInitiatives aimed at realizing a safe and caring world where everyone can live with peace of mind Relationship with industry organizations NAGASE's Representative Director, President and CEO serves as the full-time Director of the Japan Foreign Trade Council. As a member of the Sustainability Committee, the Company participates in committee activities and promotional efforts.	<ul style="list-style-type: none">Activities contributing to society (special sponsorship of the NAGASE Cup)Participation in and sponsorship of local events, etc.Cultural preservation activities (Hayashibara Museum of Art, etc.)Support of scientific engineers (Nagase Science and Technology Foundation)Providing growth opportunities to the next-generation
Shareholders and investors	<ul style="list-style-type: none">Trustworthiness and peace of mind through highly transparent management system and timely information disclosure as appropriateMaximization of corporate value by enhancing both economic and social value, and by continuous business creation	<ul style="list-style-type: none">Shareholders' MeetingIR briefings (financial results briefings / explanatory meetings for individual investors)Small meetings with institutional investors and analystsWebsites (IR / investor information)Issuing integrated reports

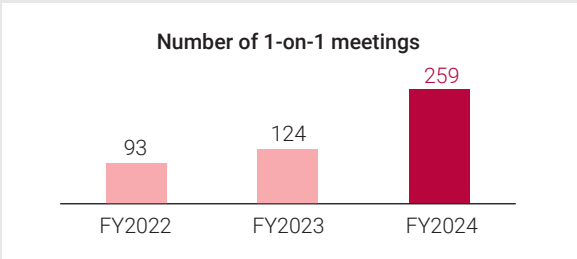
Dialogue with shareholders and investors

We provide a wide range of opportunities for communication with shareholders and investors. Feedback

gathered through dialogue is relayed to management via the Board of Directors and Group Management Committee, contributing to sustainable growth and enhancing medium to long term corporate value.

Main communication efforts in FY2024

- 1-on-1 meetings
- Small meetings with the CFO
- 1-on-1 meetings with the President
- Seminars by securities firm



Event	Number of events held
Financial results briefings	4
Individual meetings with domestic and international institutional investors	259
Company information sessions for individual investors	4
Small meetings with institutional investors	7

Details on our dialogues with shareholders and investors, as well the following matters of particular interest to shareholders and investors and our stance on them, can be found on our website.

- Growth strategy
- Capital and financial strategies
- Human capital
- Sustainability

<https://www.nagase.co.jp/english/ir/library/dialogue-report/>

Providing growth opportunities to the next-generation

Exhibiting at a permanent SDGs learning facility

Our products are on exhibit at Kumamoto SDGs Mirai Park, a learning facility dedicated to the subject of the SDGs that opened inside Aso Kumamoto Airport in April 2025. The goal of this exhibit was to communicate about the technologies and efforts through which we help solve social issues. Although the primary audience of the exhibit was students, we also targeted the growing business community in the Kumamoto area, which has expanded due to the concentration of semiconductor businesses in the region. The exhibit includes an interactive element that allows visitors to intuitively learn about three of the Group's products and their applications, namely trehalose (food loss reduction), Polymetal Super (disaster prevention), and biodegradable SAPs (diaper disposal and desert greening).



The Grand Contest on Chemistry for High School Students

NAGASE has sponsored the Grand Contest on Chemistry for High School Students since 2019. Through this effort, we continue to build relationships with students and other diverse stakeholders with an aim of cultivating the innovators and global talents of the future, while also supporting both trailblazing creative research and the future of the scientific field.



Children's cafeterias

As part of the activities of the Japan Association of Corporate Executives, NAGASE and Nagase Business Expert have delivered snack assortments to 50



children's cafeterias nationwide through an NPO, the Nationwide Children's Cafeteria Support Center, better known as Musubie. The snacks were given to the children as Christmas gifts.

Toward an inclusive society

Supporting athletes and sponsoring the NAGASE Cup

As part of activities towards realizing an inclusive society, we are a special sponsor of the NAGASE Cup, an inclusive track and field tournament that anyone can compete in. Through this competition that transcends disability, age, and nationality, we contribute to the creation of a society that embraces diversity. Each year, the competition is joined by NAGASE-supported blind runner Shinya Wada and his guide runner Takumi Hasebe, who continue to excel on the world stage, winning medals and setting new world records at international competitions. NAGASE works to realize an inclusive society through sport by respecting diversity and helping athletes take on big goals.



Sponsoring a Formula E team

NAGASE has signed a sponsorship agreement with Andretti Formula E, a US race team competing in the international motorsport event ABB FIA Formula E World Championship. Known as "the F1 of electric cars," Formula E has maintained carbon neutrality since its debut season in 2014. In May 2025, NAGASE held a Sustainability Weekend event at Tokyo Midtown Hibiya as part of its sustainability-related communication efforts. It featured a symposium on sustainability, a Formula E talk show, hands-on content such as a SDGs workshop on the use of ocean plastic. The event succeeded in deepening interest regarding NAGASE's sustainability efforts and Formula E among its wide-ranging attendees.

