

Basic

# FY2025 IR Materials

**NAGASE & CO., LTD.**

Stock exchange listing : Tokyo (Prime Market)

Code number : 8012

 **NAGASE** | Delivering next.

# NAGASE's Management Philosophy



**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, furoi 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

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)

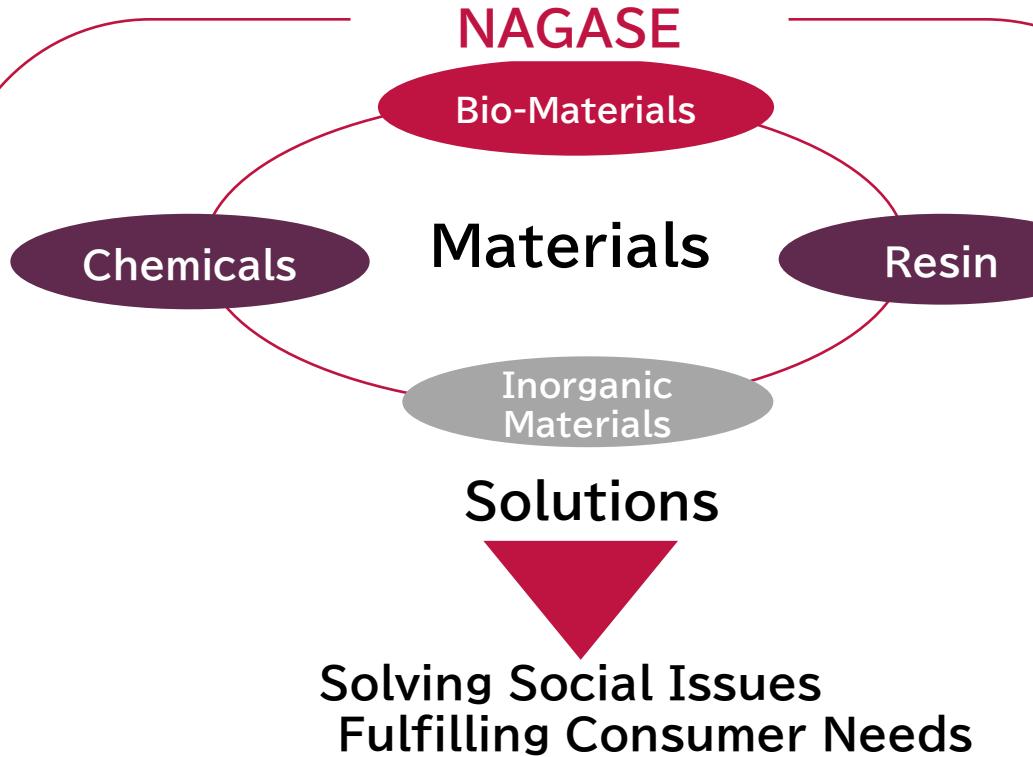
Net sales: **¥944.9 billion**

Total assets: **¥808.1 billion**

Operating income: **¥39.0 billion**

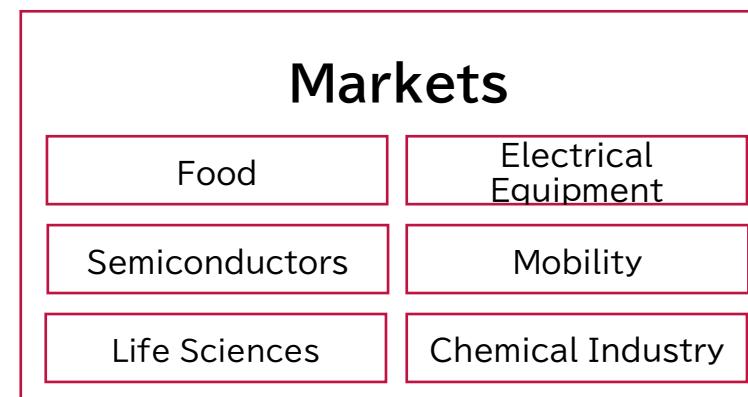
# Who is NAGASE?

A Company Whose Mission is to Solve  
Manufacturing Issues Through Materials



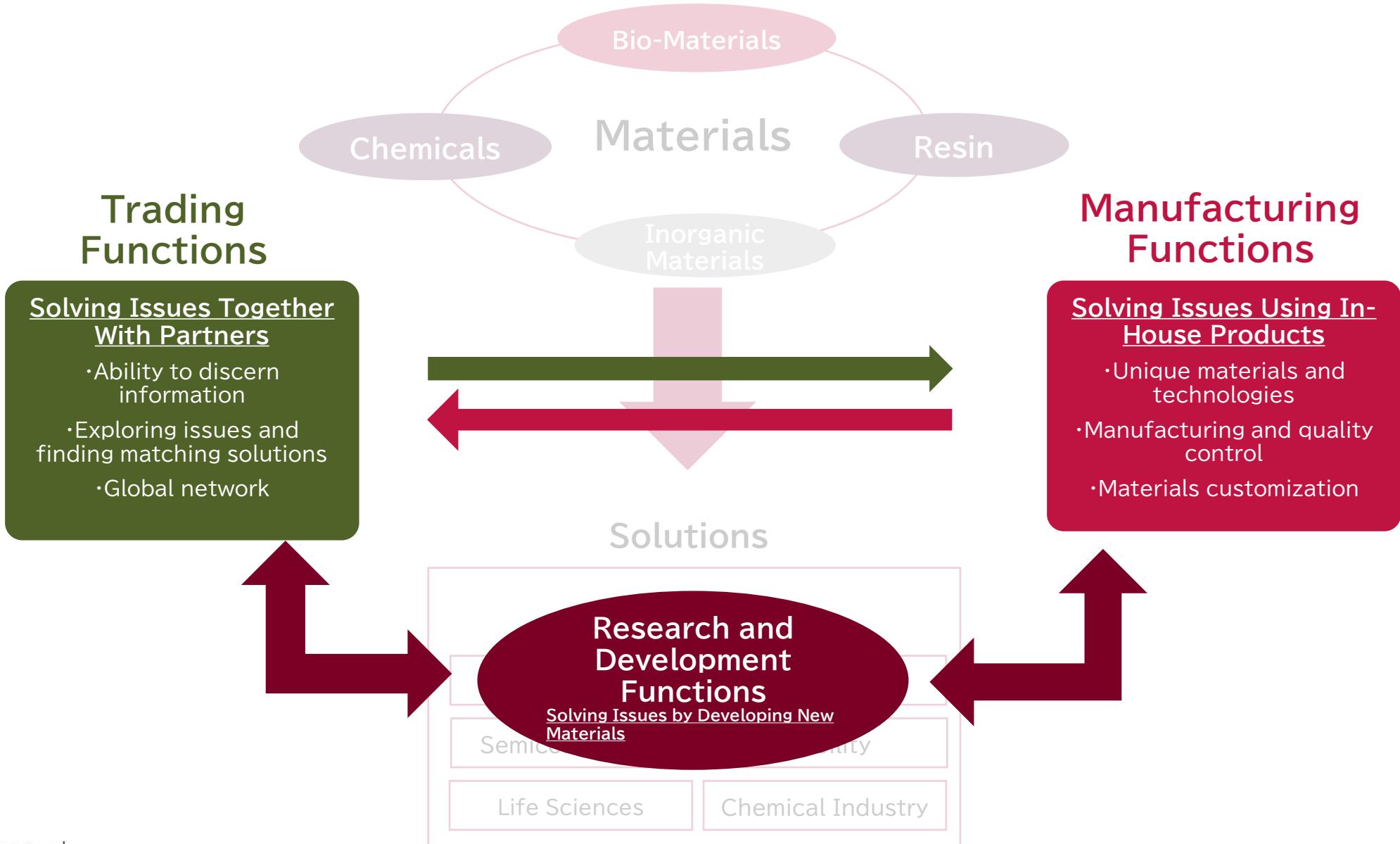
Social and  
Environmental  
Issues  
Consumer  
Needs

Creating  
Sustainable  
Societies



# NAGASE Group Strengths

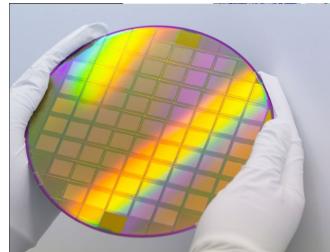
# A Company Whose Mission is to Solve Manufacturing Issues Through Materials



# Business Segments

In 5 Segments dealing with chemicals, food ingredients, etc., we are engaged in 7 Departments ranging from upstream to downstream in various industries.

## Functional Materials Segment



Performance Chemicals Department

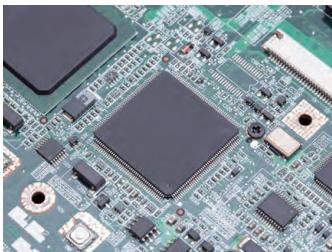
Speciality Chemicals Department

## Advanced Materials & Processing Segment



Polymer Global Account Department

## Electronics & Energy Segment



Electronics Department

Advanced Functional Materials Department

## Mobility Segment



Mobility Solutions Department

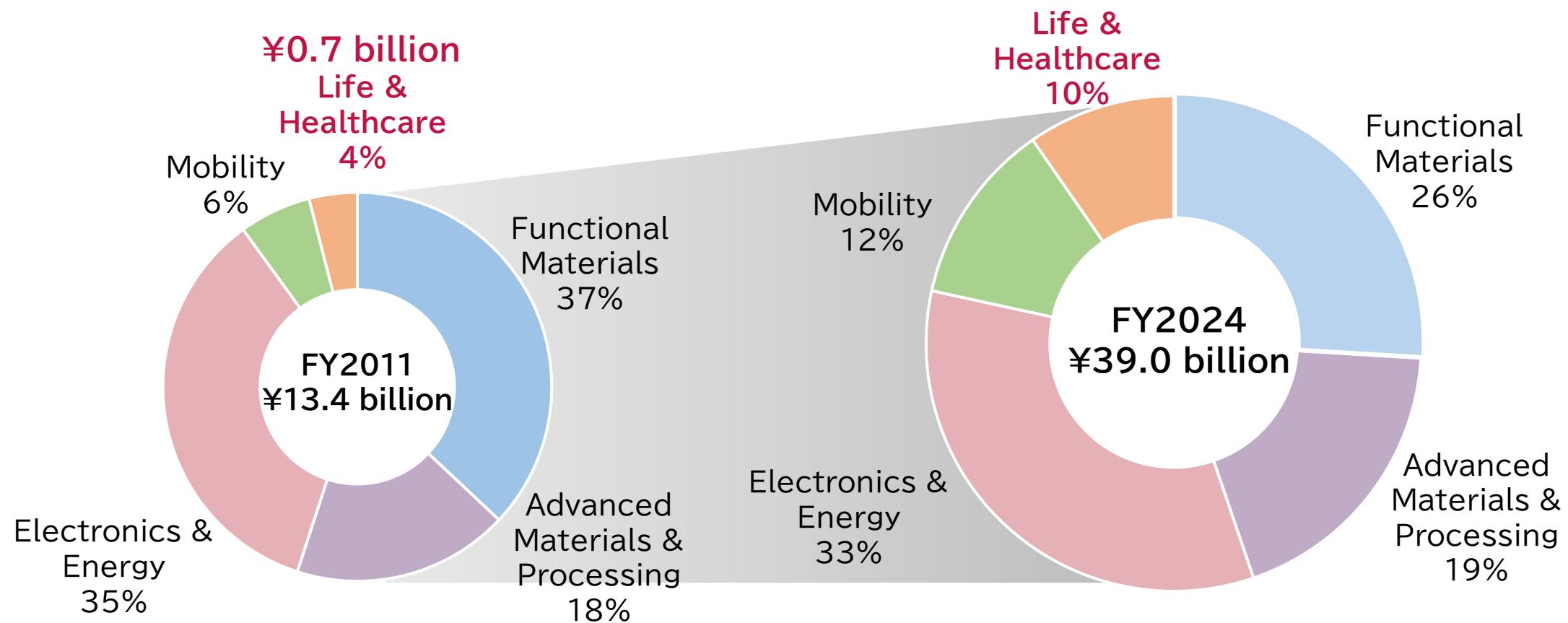
## Life & Healthcare Segment



Life & Healthcare Products Department

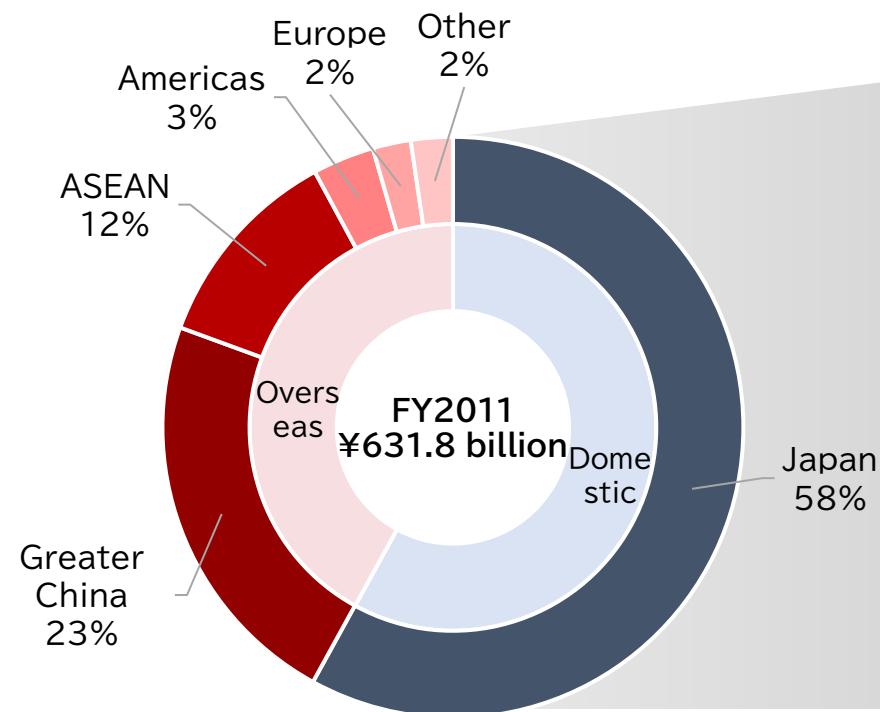
# Operating income By Segment

Strengthening the earnings base by expanding business in the Life & Healthcare and Mobility segments.

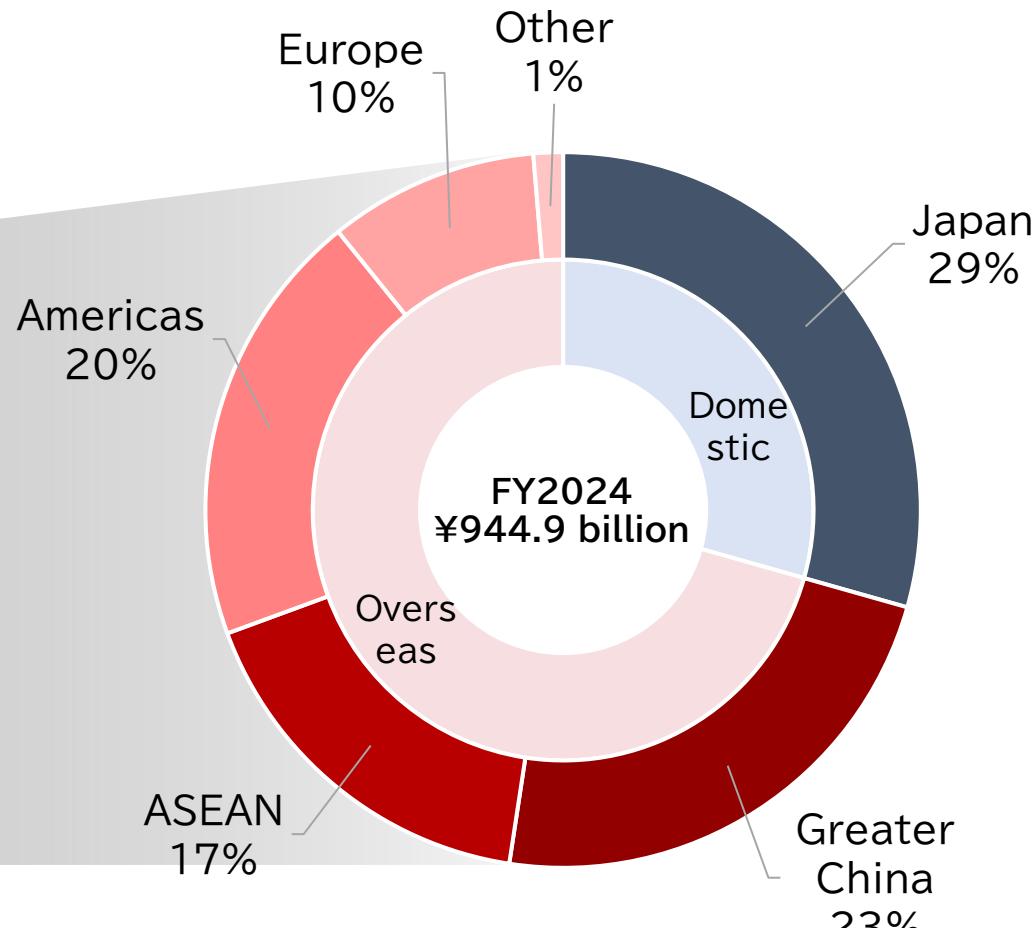


# Overseas Sales By Region

In addition to its base in Asia, the company is significantly expanding its business in the United States and Europe.



Americas and Europe: ¥35.2 billion  
Asia: ¥215.4 billion



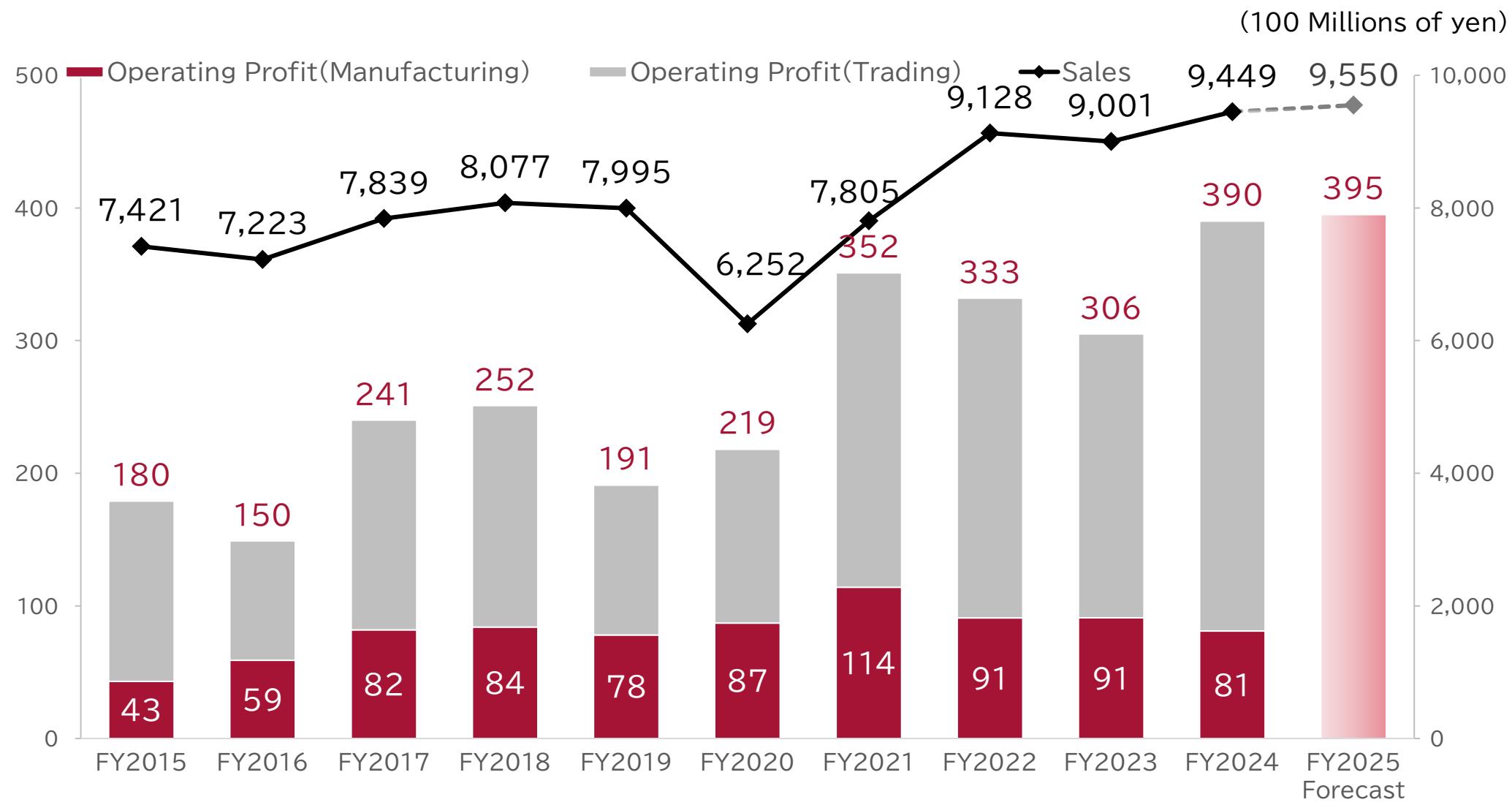
Americas and Europe: ¥276.5 billion  
Asia: ¥378.1 billion

\* At the beginning of FY2021, the Company adopted the Accounting Standard for Revenue Recognition(ASBJ Statement No. 29, March 31, 2020).  
\* FY2011 is calculated by destination, FY2023 is calculated based on the location of the target company.

# Hysterical Performance and Forecast

Profits reached a record high in FY2024.

Operating income in manufacturing has nearly doubled over the past ten years.



\* 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.

# ACE 2.0 Basic Policies

Become a true “Business designer”

## ACE 2.0 “Pursuit of Quality”

With a mindset focused on Accountability (A), Commitment (C) and Efficiency (E), and to enable its sustained growth,

NAGASE will work to give concrete shape (business, mechanisms, culture)  
 (Pursuit)  
to the aspirations expected by all of its stakeholders.  
 (Quality)

### Reform of Profit Structure

#### Create a profit base toward the Ideal NAGASE

- (1) Pursuit of profitability and efficiency
  - Implement a company-wide asset replacement and reallocation of resources
- (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

#### Mindset toward the Ideal NAGASE

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

### Functions supporting reforms

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

# ACE 2.0 Basic Policies

Become a true “Business designer”

ACE 2.0 “Pursuit of Quality”

With a mindset to **“Pursue Quality”** and a **“Mindset toward the Ideal NAGASE”**, NAGASE will its sustained

## Significant Changes in the Underlying Assumptions for ACE 2.0

to the aspirations expected by all of its stakeholders.

### Partial Policy Adjustments Implemented Under **QUICK WIN**

Create a profit base toward the Ideal NAGASE

- (1) Pursuit of quality
  - Implement a business model reallocation
- (2) Strengthen management
  - Expand business
  - Improve processes to expand value creation
- (3) Create sustainable value
  - Create a profit base toward the Ideal NAGASE

Mindset toward the Ideal NAGASE

- value
- rigorous
- social indicators
- drive reforms

**Evolve business and financial portfolios** to strengthen front-line capabilities and improve capital efficiency

**Strengthen management governance** to increase management efficiency and decision-making speed

**Restructure human resources portfolio** to maximize human capital and improve engagement

FUNCTIONS SUPPORTING REFORMS

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

# FY2024 QUICK WIN Status -Laying the Groundwork for Change-

## Evolve Our Business and Financial Portfolios

- Strengthening of front-line capabilities 
- Growth strategy 
- Liquidation of unprofitable businesses 

## Strengthen Management Governance

- Reorganization 
- Delegation of authority 
- Acceleration of management 

## Restructure Our Human Resources Portfolio

- Succession planning 
- Human resources training 
- D&I 

## Strengthen front-line capabilities and improve capital efficiency

- ROIC management 
- Digital utilization 

## Increase management efficiency and decision-making speed

- Decision-making Functions 
- Elimination of waste 
- Collaboration 

## Maximize human capital and improve engagement

- Engagement 
- Utilization of extended employees 

# KGI Outlook for Medium-Term Management Plan ACE 2.0

## Projected KGI Achievement

Aim to achieve a PBR above 1.0 at an early stage through sustained capital efficiency improvement and growth strategy execution

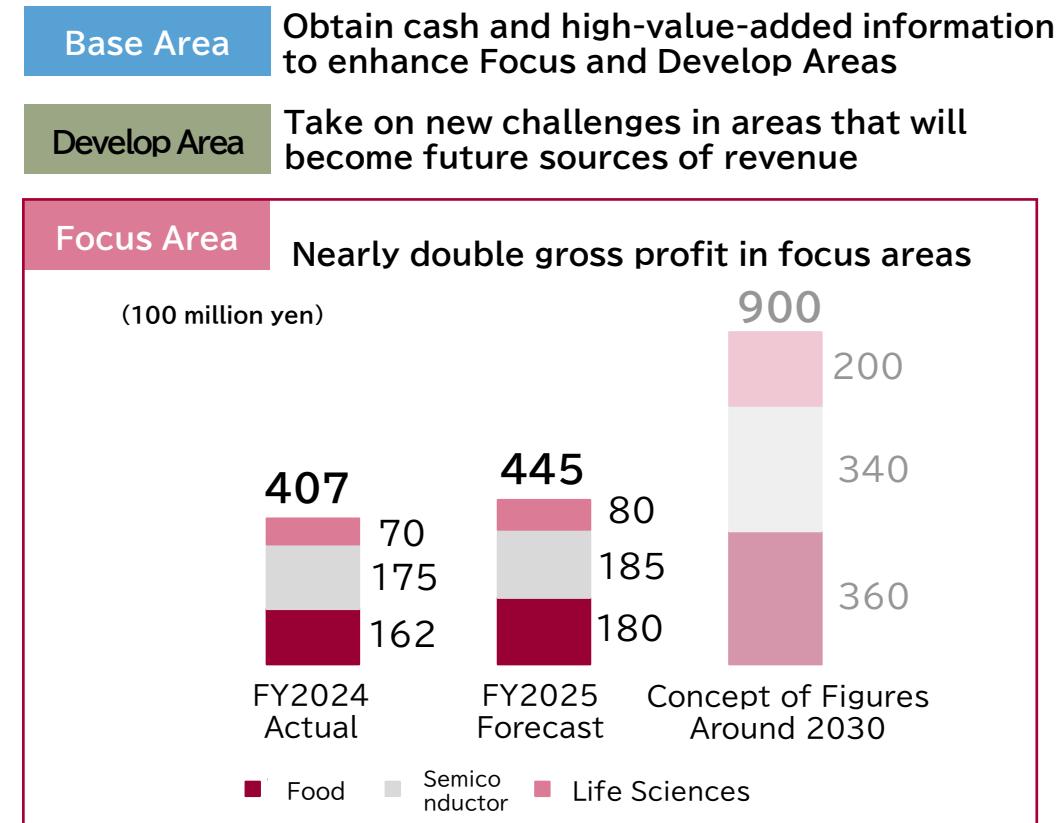
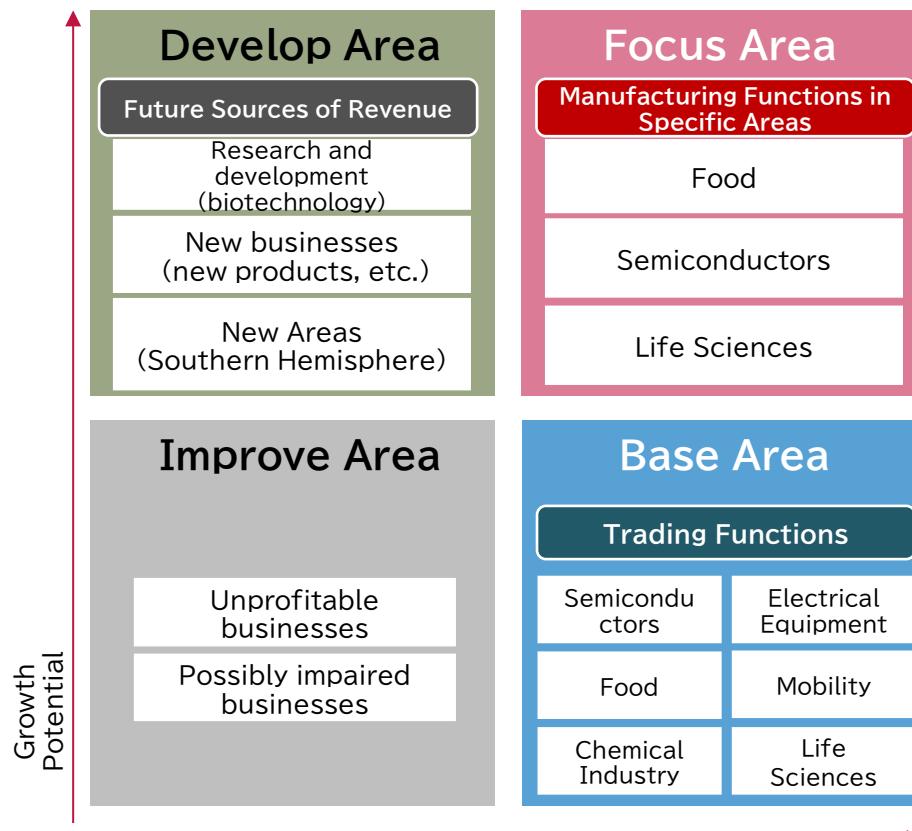
Medium-Term Management Plan ACE 2.0 Key Goal Indicator (KGI):  
“Pursuit of Quality”

Measures	Indicator	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 Forecast	FY2025 KGI
Improvement in capital efficiency	ROE	5.9%	7.7%	6.6%	5.9%	6.4%	8.1%	8.0% or higher
Increased profitability	Operating income	21.9 ¥billion	35.2 ¥billion	33.3 ¥billion	30.6 ¥billion	39.0 ¥billion	39.5 ¥billion	35.0 ¥billion

# Growth Strategies for the Future

Make proactive investments in Focus Area of manufacturing (across the three areas of food, semiconductors, and life sciences) to expand profit scale and profit margin over the medium to long term

## Potential investments in Focus Area and Develop Area Approx. 80 billion yen (M&A and Capital investment)



ROIC

\* The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in fiscal 2025. Figures, including fiscal 2024 figures, reflect this reclassification

# Efforts in the Food Area -Prinova Group Status-

The growth trend in the sports nutrition market remains unchanged

We are proactively advancing efforts to establish a profit-contributing structure at the Utah plant

## Manufacturing

- Work to acquire **new customers** with our newly expanded product lineup, although it will take time to contribute to profits due to major customers losing market shares
- Develop **new categories** such as health-conscious consumers

### Product Lines Promoting New Efforts



**Pea Protein**  
Soy allergy products



**Beauty**  
Health maintenance  
beauty and wellness



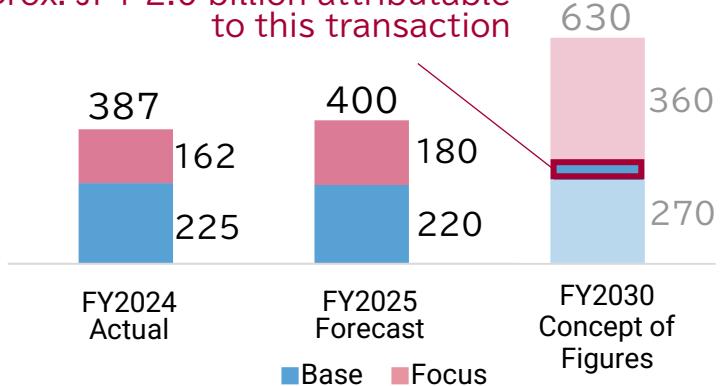
**GREENS**  
Vitamins and other nutrients

## Trading

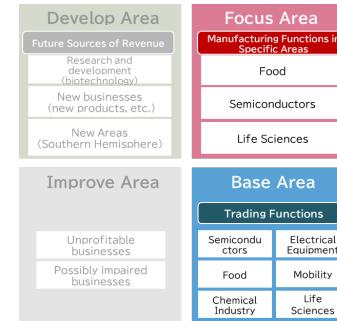
- Expand business in **South America and Asia**, building on our success in North America and Europe, by leveraging our **unique food ingredient procurement capabilities**

### NAGASE:Food Gross profit (100 million Yen)

Approx. JPY 2.0 billion attributable to this transaction



\*The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in fiscal 2025. Figures, including fiscal 2024 figures, reflect this reclassification

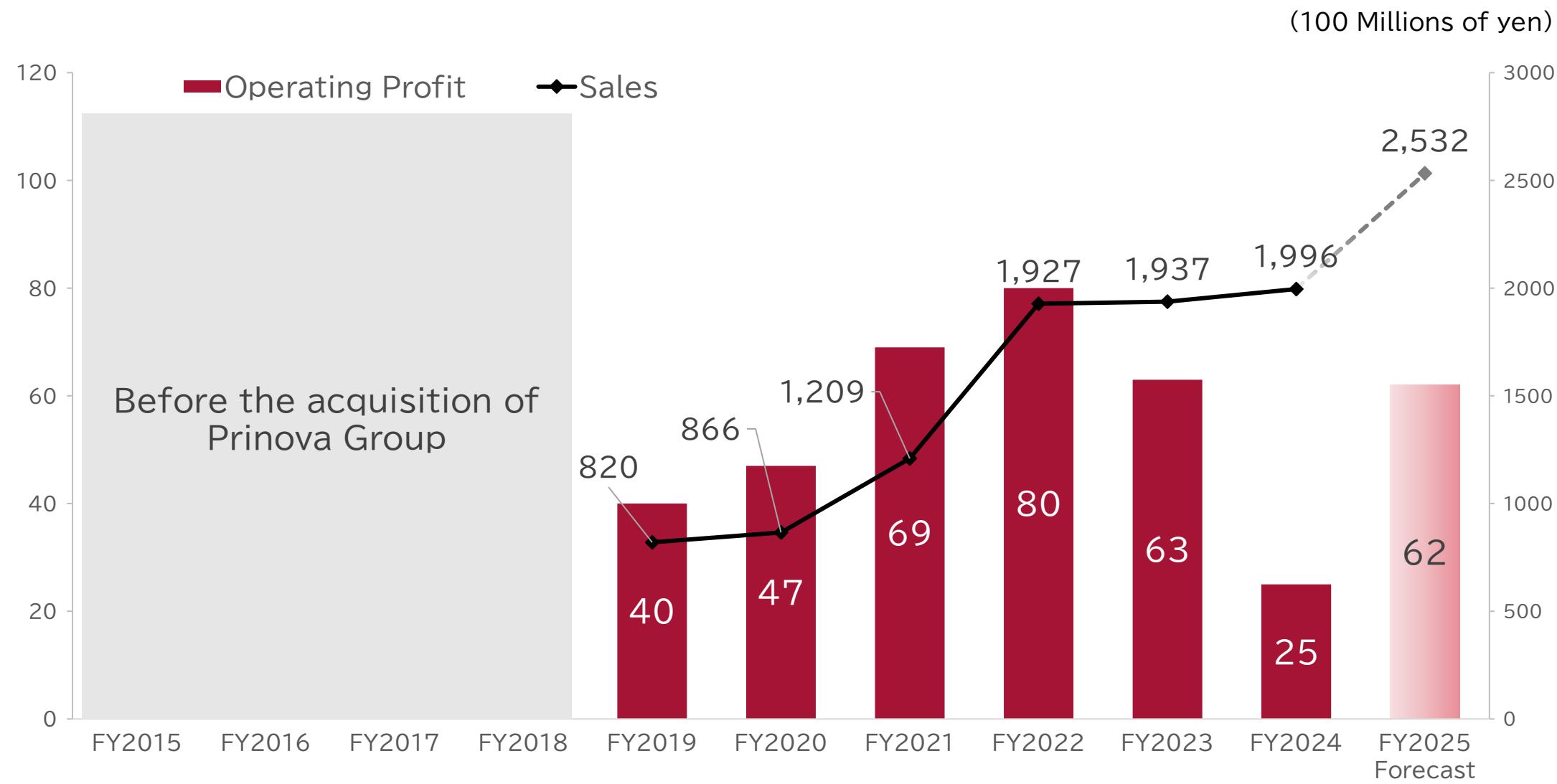


# Prinova Group Business Overview

Trading		Manufacturing·Processing			
Value Proposition	Aromas 	Ingredients 	Solutions 	Nutrition 	Flavors 
Applications, Main Business Major Products	Reliable supply of aromas and essential oils to the food and nutrition markets	Distribution of more than 2,000 food ingredients to the food and nutrition market, offering reliable supply, quality and price	Production of premixes, combining a wide range of ingredients to provide solutions that meet customer needs	One-stop-solutions from product planning to manufacturing finished products	Reliable flavors developed by certified flavorists (added-value for Prinova's manufacturing capabilities)
<b>Major Products</b> Aromas and essential oils	<b>Major Products</b> Vitamins, amino acids, acidulants, food extracts, sweeteners, umami seasoning, polysaccharides, nutrient enhancers, phosphates	<b>Main Business</b> Customized powder premixes (amino acid, vitamins and minerals) and liquid premixes	<b>Main Business</b> Sports nutrition products in the finished form (powder and capsule) with quality assurance and regulatory compliance	<b>Examples of Applications</b> Confectionery (e.g., gummies, chocolates, candies), beverages (e.g., soft drinks), dairy products (e.g., ice cream, yogurt), baking (enriched flour)	

# Hysterical Performance and Forecast for Prinova Group

Since the acquisition in FY2019, Sales have more than doubled. Operating income is on a downward trend due to the current difficulties in the Nutrition business, but is expected to recover in FY2025.



# Efforts in the Semiconductor Area

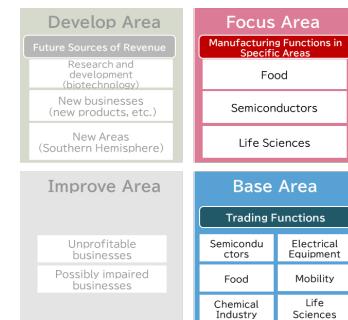
The Focus Area works to establish a de facto standard in molding compounds for advanced semiconductors, while the Base Area expands commercial rights

## Focus Area

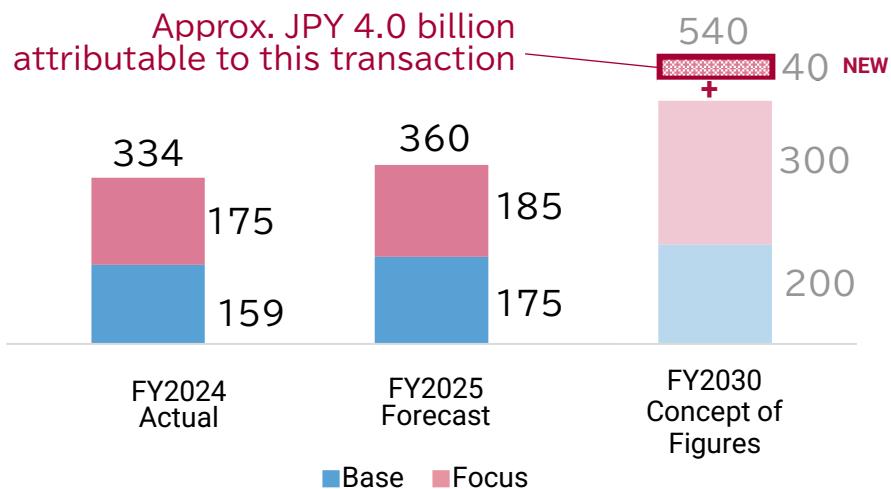
- Establish position as the de facto standard in **molding compounds (LMC/a-SCM)** for advanced semiconductors
- Promote and expand **environmentally friendly proposals** with a system that **recovers and recycles** developers

## Base Area

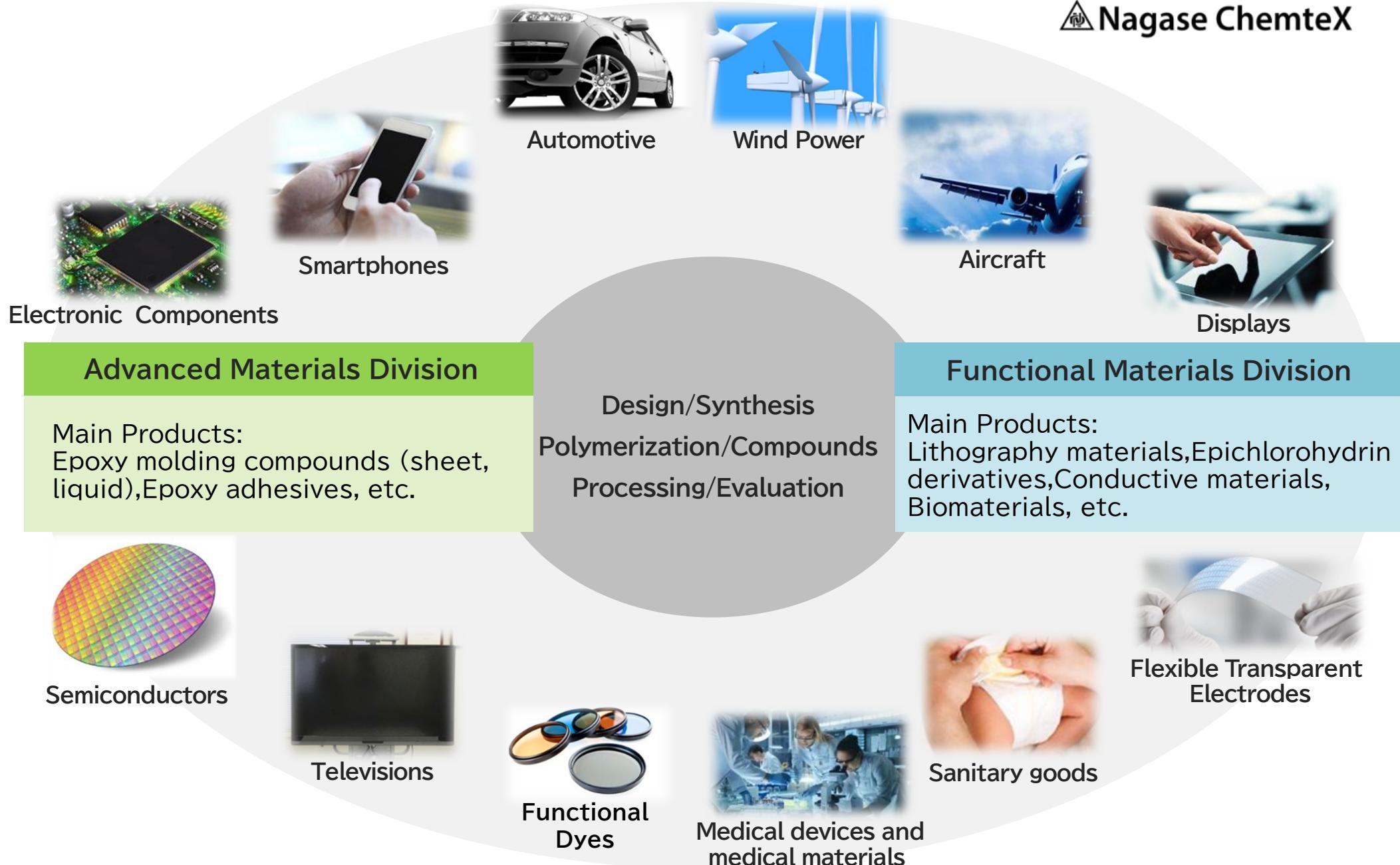
- By serving as a coordinator for **Rapidus Corporation**, **enhance business rights further and leverage them for global expansion**
- **Strengthen** our expertise in chemical handling (transportation, storage, imports and exports) and **supply chain management**



### NAGASE: Semiconductor Gross profit (100 million Yen)



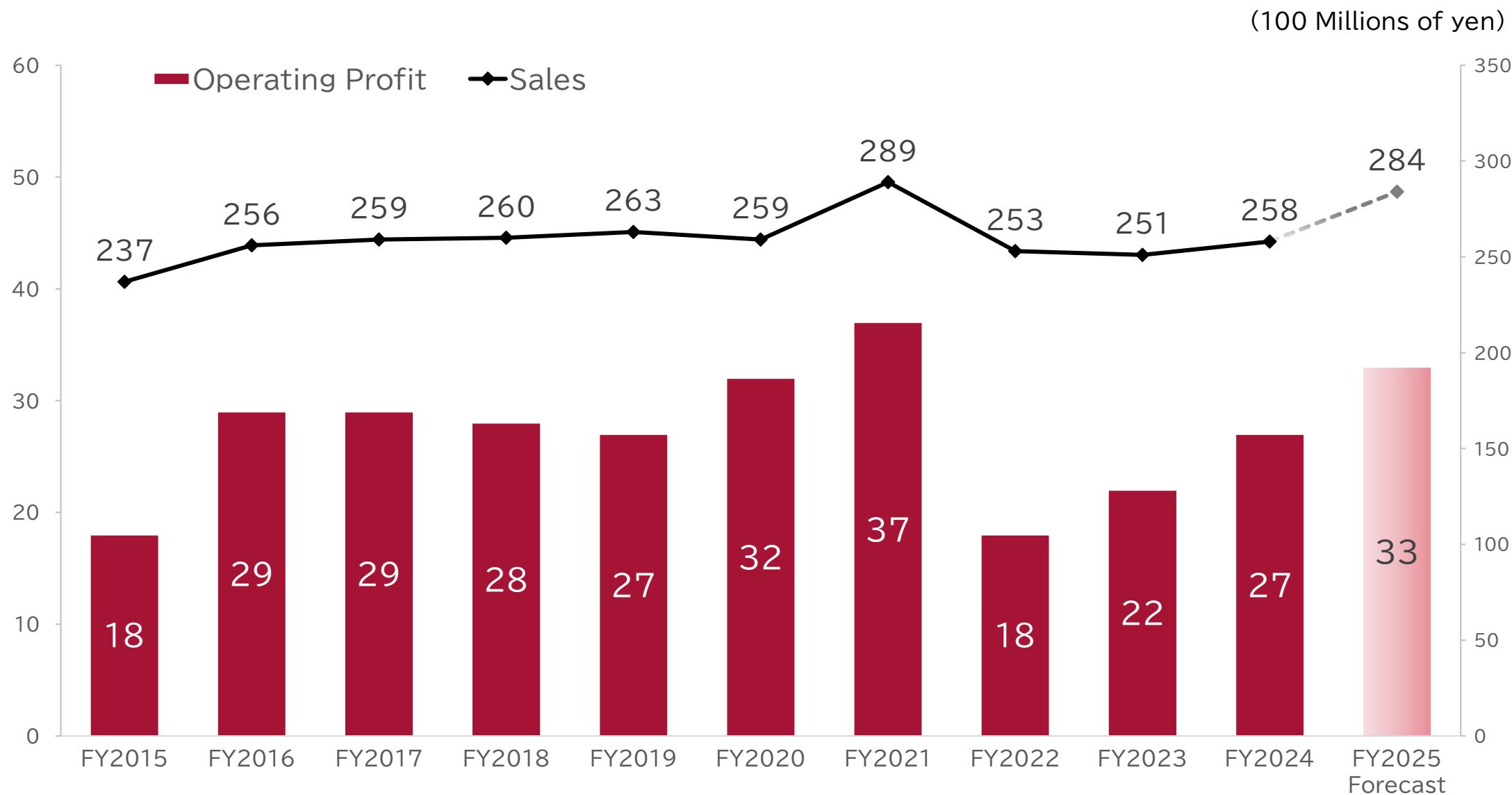
# Nagase ChemteX Business Overview



 Nagase ChemteX

# Hysterical Performance and Forecast for Nagase ChemteX

Sales have remained stable over the past 10 years.  
Operating income temporarily declined but has since recovered and is expected to increase in FY2025.



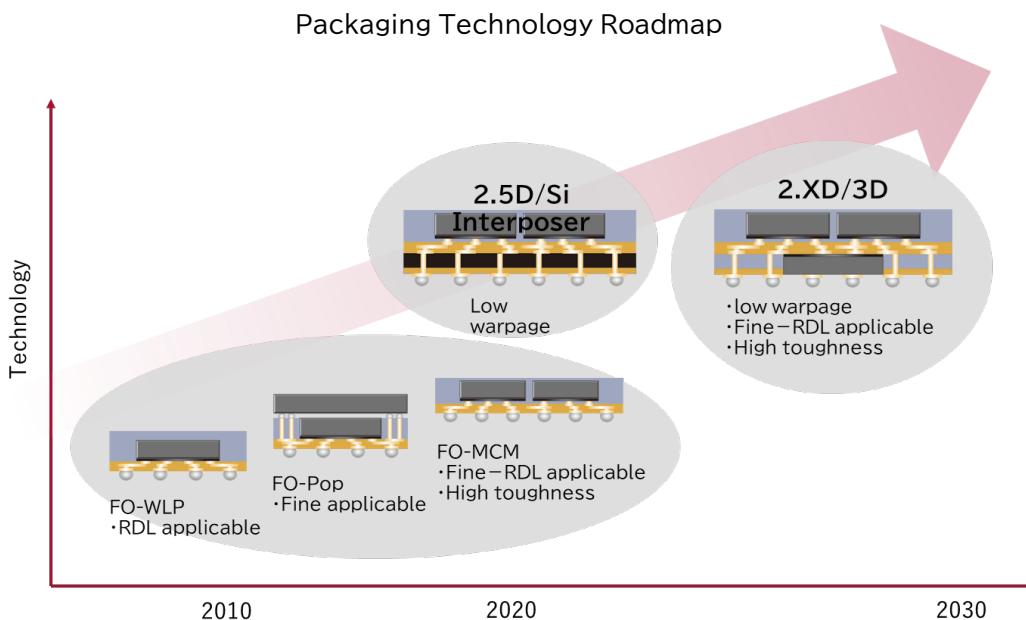
# Nagase ChemteX Semiconductor Molding Compounds

## a-SMC: advanced Sheet Molding Compound

### Proposing New Concept Materials for Advanced Semiconductor Packaging

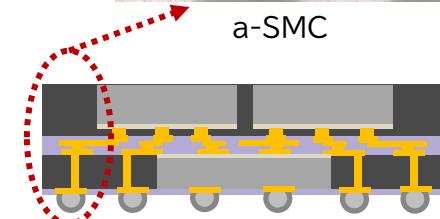
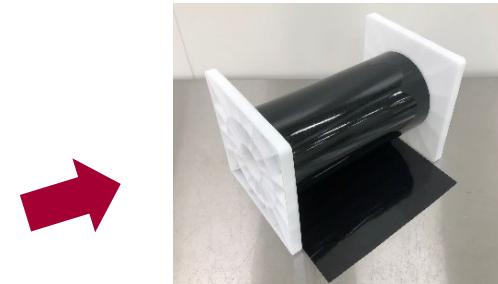
- Lineup including liquid molding compounds (LMC), which currently occupy a large share of the market, and a new concept of sheet molding compounds (a-SMC) to meet the increasingly diverse and complex needs of advanced semiconductor packaging, including 2.XD/3D, WLP\*1, and PLP\*2
- Offer solutions for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

\*1 WLP: Wafer Level Package  
 \*2 PLP: Panel Level Package



#### Features

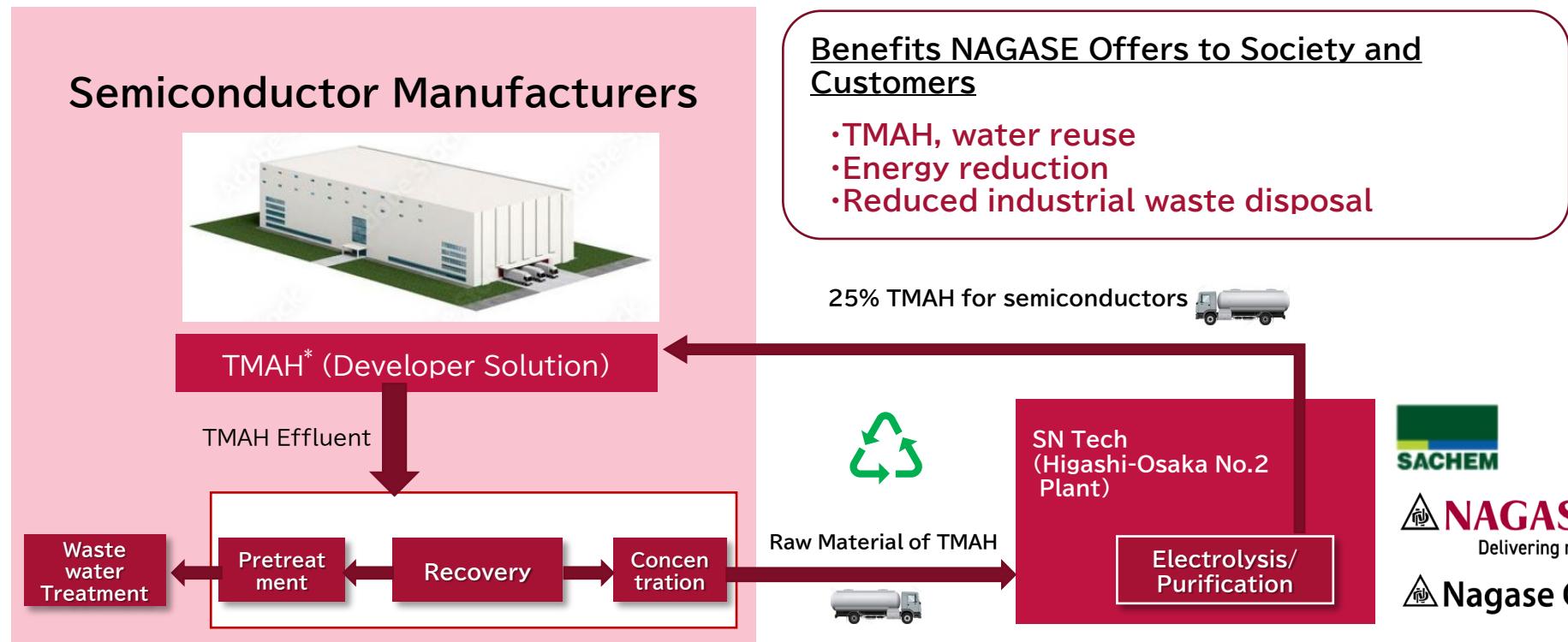
- ✓ Uniform molding through resin application and flow
- ✓ PLP and other large-area moldability
- ✓ Low warping
- ✓ High flowability comparable to liquid molding compounds



# 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



# Efforts in the Life Science Area

Decided to add diagnostics business through M&A,  
Aim to expand business by developing new materials  
in the Develop Area

## Focus Area

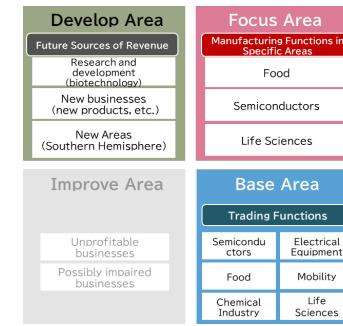
- Expand business in the pharmaceutical and cosmetic fields with Nagase Viita and Nagase ChemteX **materials and technologies** (e.g., AA2G<sup>TM</sup>, Pullulan, Trehalose SG, and Hesperidin)

## Base Area

- Establish a system to comply with laws and **regulations** in each country and expand our global network

## Develop Area

- Began mass production of **ergothioneine** using fermentation technologies



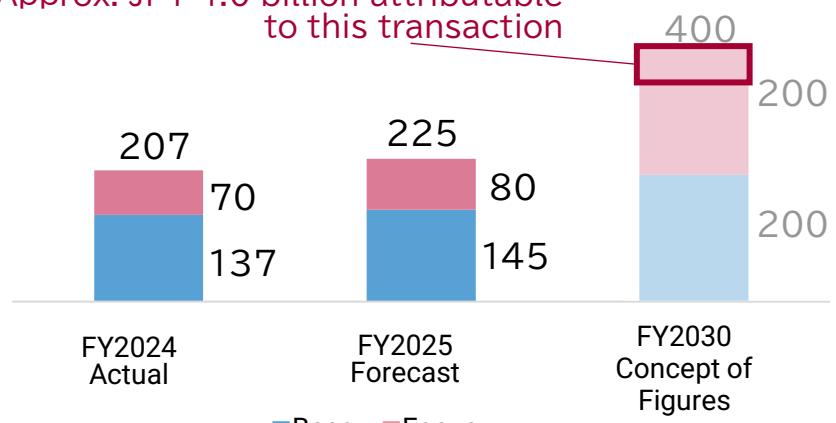
Acquire Diagnostics and Other Businesses From Asahi Kasei Pharma Corporation

<b>Focus</b>	Acquire enzyme production business at Ohito Pharmaceutical Plant
<b>Base</b>	Aim to grow business through overseas sales by expanding product lineup and developing the Asahi Kasei pharma products in Brazil, ASEAN, and India
<b>+</b>	
<b>Develop</b>	Consolidate Nagase Group pharmaceutical-related businesses

Aim for gross profit of ¥4 billion around 2030

## NAGASE:Life Science Gross profit (100 million Yen)

Approx. JPY 4.0 billion attributable to this transaction



# Nagase Viita Business Overview



## Food Ingredients

TREHA<sup>TM</sup>SUNMALT<sup>TM</sup>-S

PULLULAN

## Enzymes



PLA2 NAGASE

DENABAKE<sup>TM</sup> EXTRADENAZYME<sup>TM</sup> LEP 10P

## Health Food Ingredients

Fibryxa<sup>TM</sup>TetraRing<sup>TM</sup>CITRAPEAK<sup>TM</sup>

## Personal Care Ingredients

AA2G<sup>TM</sup>Lissenare<sup>TM</sup>Glucosyl Naringin<sup>TM</sup>

## Pharmaceutical Ingredients

SOLBIOTE<sup>TM</sup>

TREHALOSE SG



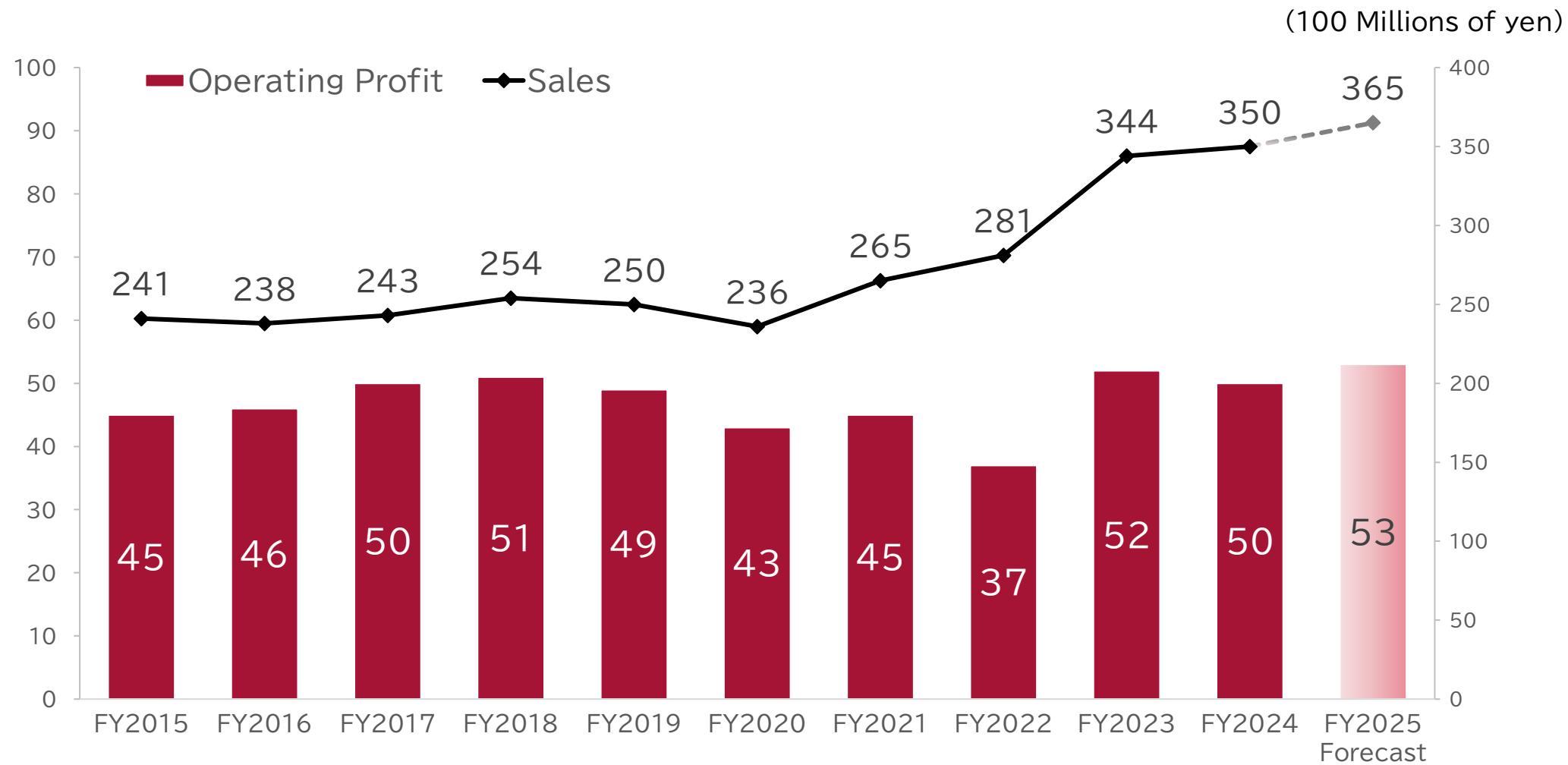
MALTOSE PH



SUCROSE SG

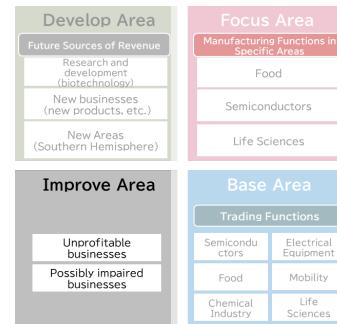
# Hysterical Performance and Forecast for Nagase Viita

Both sales and operating income have remained steady over the past 10 years.



# Improvement Areas FY2024 Progress

Improved profit margin in FY2024, with operations aimed at achieving zero losses in FY2025 and beyond



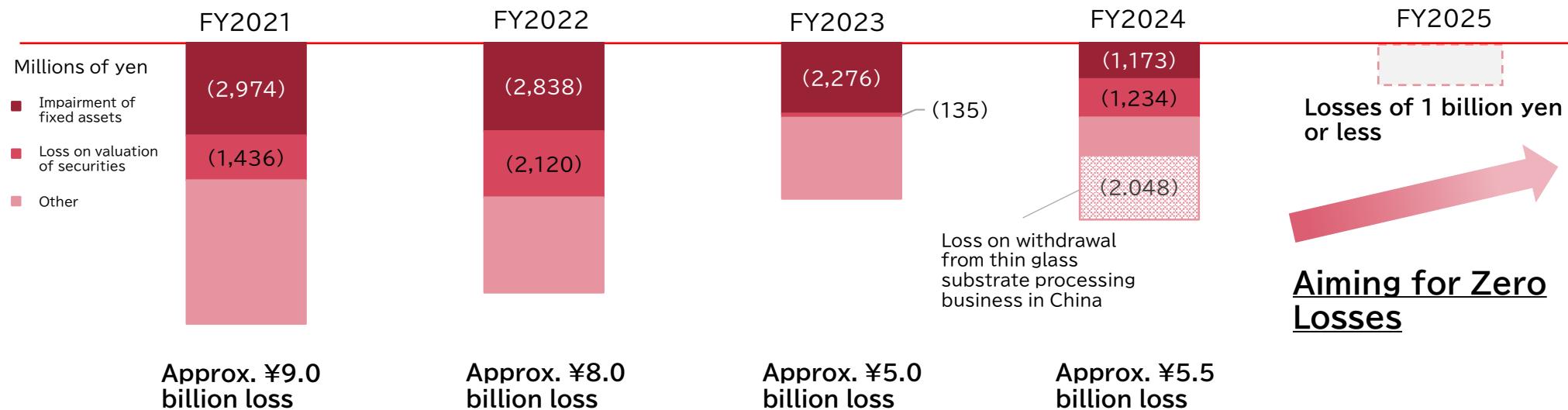
## Improvement targets and initiatives

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

Develop and implement improvement plans as early as possible.  
Study withdrawing from businesses not expected to improve.

List and monitor all cases; return rights for businesses not expected to improve

### **[Operating Loss, Loss in Equity, Impairment Loss, and Unprofitable Transactions With Operating Subsidiaries]**



# Pursuit of Profitability and Efficiency - Shareholder Returns

- ▶ Control capital growth and ensure an ROE of 8.0% or higher in the final year of **ACE 2.0**; maintain shareholder returns under a 100% total return ratio through fiscal 2025 to support sustained improvement in ROE
- ▶ Resolve to cancel 500 million treasury shares

## Change in Shareholder Returns Policy

~FY2025

FY2026~

**Total return ratio**

**100%**

**Dividend**

**In principle, a continuous increase in dividends**

**Under review ahead of the next Medium-Term Management plan**

**Share buybacks**

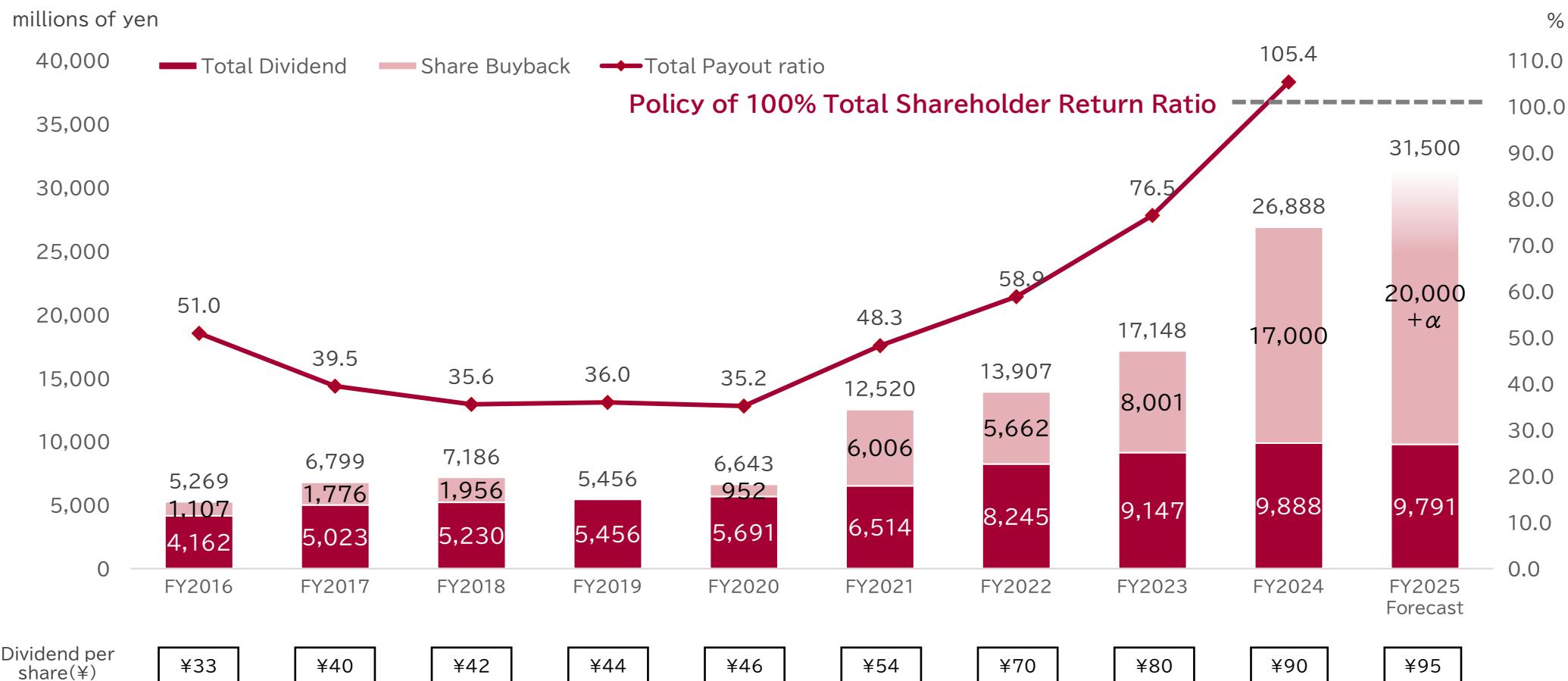
**Opportunistic implementation**

## Shareholder Returns Results and Forecasts

	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Forecast
Dividend per share (yen) (Interim + Year-end)	54 (24+30)	70 (30+40)	80 (40+40)	90 (45+45)	95 (45+50)
Share buybacks (100 million yen)	60	56	80	170	200+ $\alpha$
Total return ratio (%)	48.3	58.9	76.5	105.4	100.0

# Shareholder Returns

- We plan to pay ¥95 per share for the full year, consisting of an interim dividend of ¥45 per share and a year-end dividend of ¥50 per share (forecasting a 16th consecutive year of dividend increases)
- No changes to the Policy of 100% Total Shareholder Return Ratio in fiscal 2025, continuing from fiscal 2024
- The repurchase of ¥12 billion in treasury stock, resolved in May 2025, was completed in October
- In November 2025, we resolved to conduct ¥8.0 billion in share buybacks (planned schedule: December 2025 through January 2026)



# Cash Allocation in FY2025

Leverage interest-bearing debt to pursue growth investments and shareholder returns

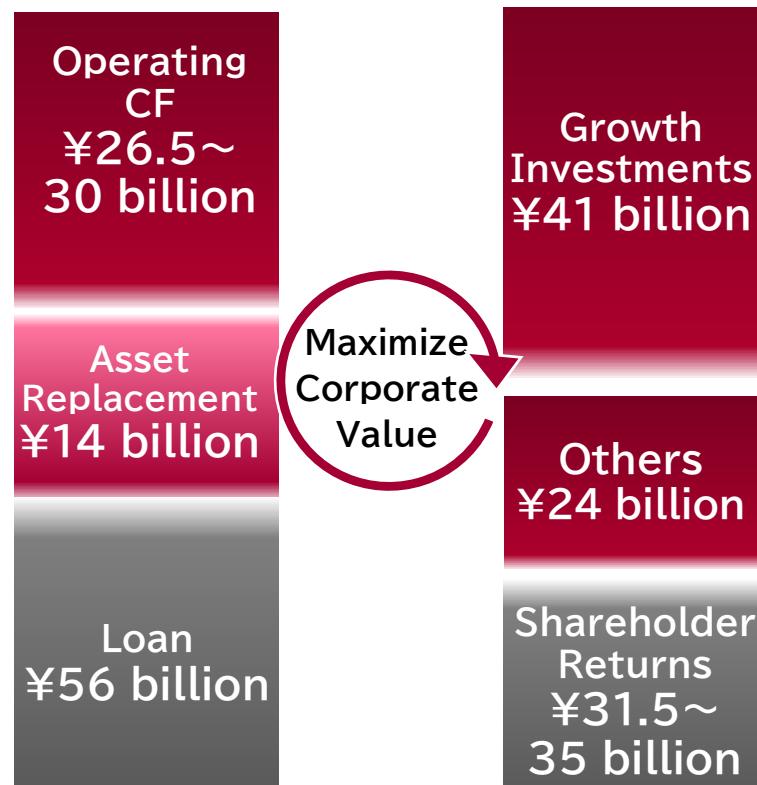
## Cash In

### Asset Replacement

- ▶ Reduce strategic cross-shareholdings, etc.
- ▶ Utilize cash and cash equivalents through group-wide cash management

### Expanding Interest-Bearing Debt Financing

- ▶ Obtain financing within a range that allows us to maintain credit ratings



## Cash Out

### Growth Investments

- ▶ Execute announced M&A
- ▶ Consider M&A deals in the range of several tens of billions of yen on an ongoing basis
- ▶ Strengthen specific functions in the three fields of the Focus areas and acquire missing parts
- ▶ Invest in CVC and the Global South in the Develop Area

### Shareholder Returns

- ▶ Continue Increasing Dividends and Achieve a 100% Total Return Ratio
- ▶ Control net assets at around ¥400 billion

# Pursue Sustainability - Progress in Corporate Projects

## Improve Employee Engagement

### <Key FY2024 Initiatives>

- Increased the frequency of monitoring between management and each organization to strengthen progress tracking of engagement initiatives
- Held town hall meetings at domestic and overseas sites to create opportunities for dialogue between management and employees
- Advanced field-driven initiatives tailored to the challenges of each organization
  - Expanded growth and learning opportunities (including inter-division exchange programs and internal dialogue sessions)
  - Facilitated multi-layered communication (including dialogue between department heads, business unit leaders, and staff members)
- Ranked 9th in the Large Enterprise Category (fewer than 5,000 employees) of the Best Motivation Company Award 2025 organized by Link and Motivation Inc.

Non-Financial Targets (KPIs)and Results	FY2021	FY2022	FY2023	FY2024	FY2025 Target
Nagase (Non-Consolidated): Engagement Survey Total Score	52.4	56.5	56.0	58.3	60 or higher*
Nagase (Non-Consolidated): Engagement Survey Response Rate	98%	96%	96%	98%	—
Group companies: Percentage of companies conducting regular engagement surveys	41%	81%	86%	100%	100%

\*The engagement survey total score of 60 is a deviation value calculated by Link and Motivation Inc. based on data from over 10,000 companies and indicates an organizational state of Mutual Trust.

## Carbon Neutrality

### <Key FY2024 Initiatives>

- Submitted a letter of commitment to obtain SBT\*1 certification
- Raised funds through sustainability-linked loans\*2 tied to decarbonization targets
- Began operating solar power generation at multiple sites using a virtual PPA service
- Proposed GHG-reducing products and services from the Nagase Group and converted multiple cases into actual results

\*1 GHG emissions reduction targets aligned with the Paris Agreement, validated by an independent international third-party organization.

\*2 Loans with interest rates and other terms that vary depending on the achievement of a company's environmental and social targets.

Non-Financial Targets (KPIs)and Results	FY2021	FY2022	FY2023	FY2024	FY2025 Target
Scope 1 and 2 Reduction Rate (Compared to FY2013)	30%	34%	36%	43%	37% or higher
Consolidated Emission Reduction Through Generation and Purchase of Renewable Energy (Cumulative)	10t	523t	7,478t	13,272t	35,000t or higher
Nagase (Non-consolidated) Scope2	2,514t	2,014t	1,803t	1,893t	Zero emission

\*Consolidated data includes data for Nagase, Nagase ChemteX, and Nagase Viita

\*Data for FY2024 consists of provisional values prior to third-party assurance



■ Inquiries:

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

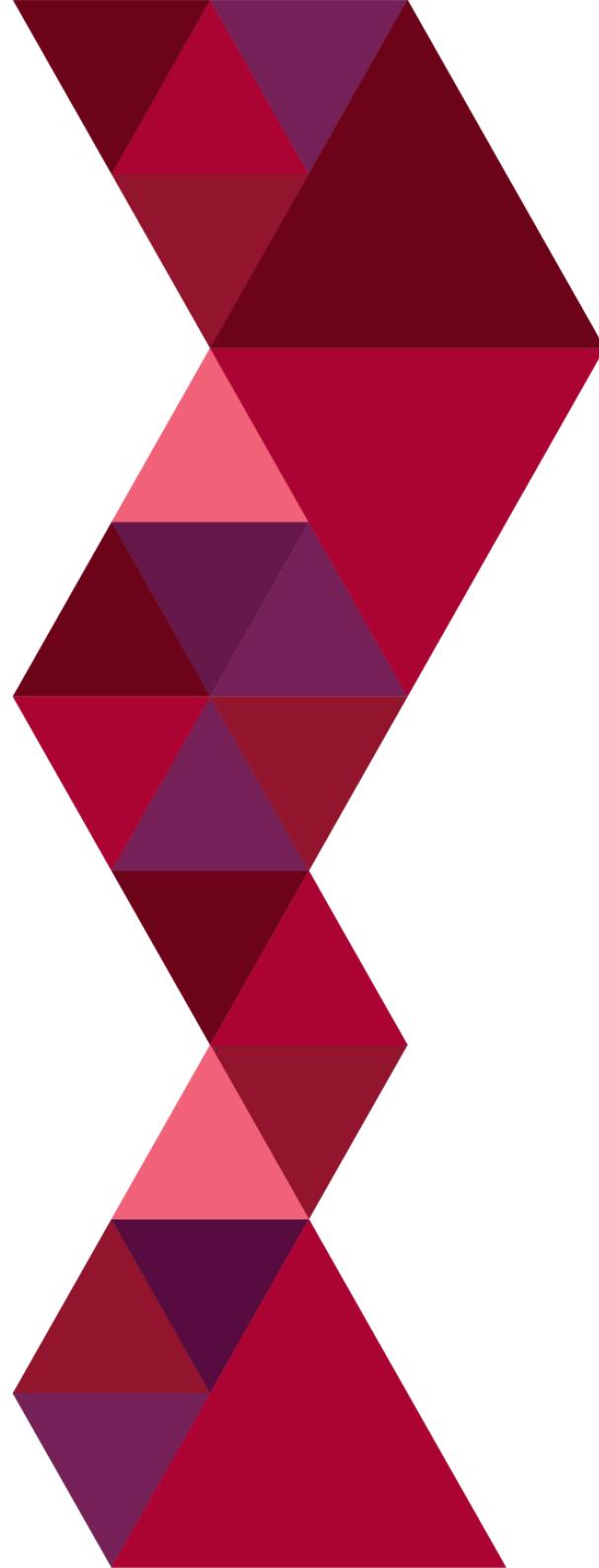
■ NAGASE Group Investor Relations Website:

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

These presentation materials contain projections based on forward-looking assumptions, forecasts, and plans as of August 5, 2025  
Actual earnings may differ from projections due to risks and uncertainties in the future global economy, competitive landscape, currency exchange rates, etc.

# Appendix

- Strategic Initiatives by Segment
- Consolidated Statements Income
- Gross Profit by Region
- Gross Profit by Business & Segment
- Operating Income by Business & Segment
- Prinova Group Business Model
- What is the Sports Nutrition Market ?
- Sports Nutrition Market
- Contract Manufacturer of Sports Nutrition Products
- Turnaround of Prinova Nutrition
- M&A in the Prinova Group



## APPENDIX

# Strategic Initiatives by Segment

## -Functional Materials-

### Performance Chemicals Dept.

#### Examples of Our Products, Goods, and Services

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

#### Key Measures

- ▶ Capture business opportunities in the electrochemical industry and in response to market changes by leveraging our global procurement capabilities
- ▶ Propose sustainable materials and solutions

### Speciality Chemicals Dep

#### Examples of Our Products, Goods, and Services

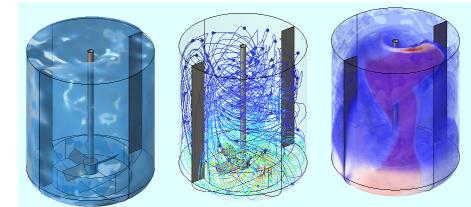
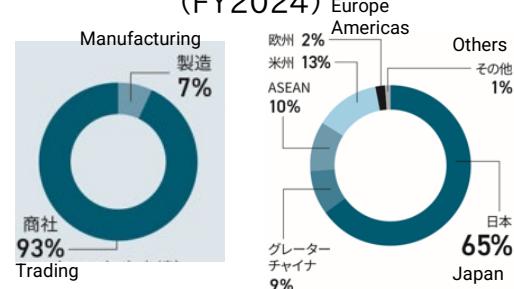
- ▶ Chemical products and tool manufacturing used for semiconductor materials or process materials in semiconductor
- ▶ Chemical products and tool manufacturing used for lubricants, surfactants, resins, etc.
- ▶ Our original products : Water-soluble epoxies, Polymer filters, etc.

#### Key Measures

- ▶ Business expansion through contributions to the supply chain in upstream segment of the semiconductor
- ▶ Creating new businesses with utilizing unique technologies such as flow synthesis, metal-organic frameworks (MOFs), etc

### Gross Profit by Business & Region

(FY2024)



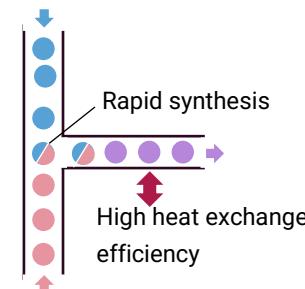
**Mixing Concierges™ :**  
NAGASE develops and provides software to analyze and visualize liquids

 MiChS CO., LTD.

 Nagase ChemteX

 NAGASE

Semiconductor  
Electronics  
Pharmaceuticals etc.



**Flow synthesis:**  
Continuous chemical synthesis within piping.  
Invested in MiChS Co., LTD. a company with many years of experience and expertise in this field.



**MOF :**  
Metal Organic Frameworks

## APPENDIX

# Strategic Initiatives by Segment

## -Advanced Materials&Processing-

### Polymer Global Account Dept.

#### Examples of Our Products, Goods, and Services

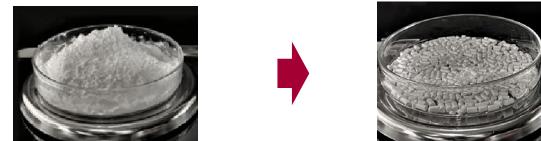
- ▶ Various resins (super engineering plastics, engineering plastics, commodity plastics, bioplastics), high-performance packaging materials (films), etc.
- ▶ Denapolymer™, Ultibatch™
- ▶ plaplat® (Information platform on "Plastics × Sustainability")

#### Key Measures

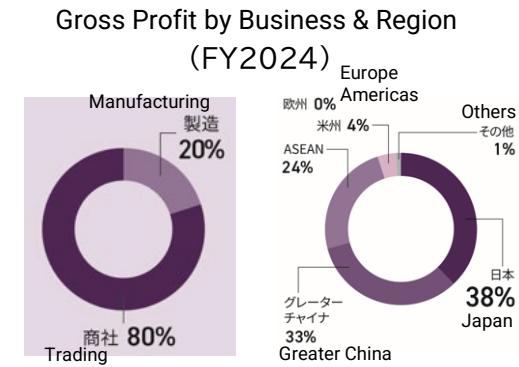
- ▶ Shift resources to priority (e.g., Mexico and India) in line with the transition in global brand owner production bases
- ▶ Expand transactions in environmental materials (NAGASE products and products from other companies)
- ▶ Improve efficiency of global business operations and optimize organizational structure



Logistics hub in ASEAN (Philippines)



In-house technology to convert powders into ultra-high density pellets



Manufacturing subsidiaries: TOTAKU INDUSTRIES, INC. will change its company name effective November 1.

### Nagase RooTAC



TOTAKU INDUSTRIES, INC. square-shape pipes  
Promotion of pole-less utilities



TOTAKU INDUSTRIES, INC. civil engineering pipes

## APPENDIX

# Strategic Initiatives by Segment

## -Electronics & Energy-

### Electronics Dept.

#### ● Examples of Our Products, Goods, and Services

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

#### ● Key Measures

- ▶ Expansion of commercial products in the semiconductor market
- ▶ Expand business based on expansion of domestic production • Expand business in Europe, the U.S., India, etc.
- ▶ Develop business for cutting-edge electronic devices

### Advanced Functional Materials Dept.

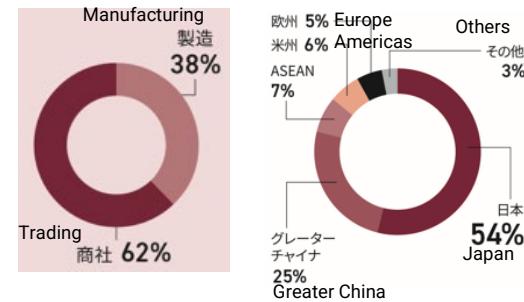
#### ● Examples of Our Products, Goods, and Services

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

#### ● Key Measures

- ▶ Expand sales of Nagase ChemteX products for advanced semiconductors (LMC holds the dominant market share for molding compounds for advanced semiconductors)
- ▶ a-SMC aims to become the de facto standard for molding compounds for next-generation semiconductors
- ▶ Expand the recovery and recycling business of developer solution for semiconductors

### Gross Profit by Business & Region (FY2024)



New semiconductor wafer bumping line at  
PacTech Asia



LMC: Liquid Molding Compound



a-SMC: Advanced Sheet Molding Compound



Recovery and Regeneration Tank  
for Developer Solution

## APPENDIX

# Strategic Initiatives by Segment

## -Mobility-

### Mobility Solutions Dept.

#### ● Examples of Our Products, Goods, and Services

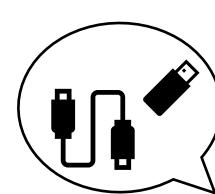
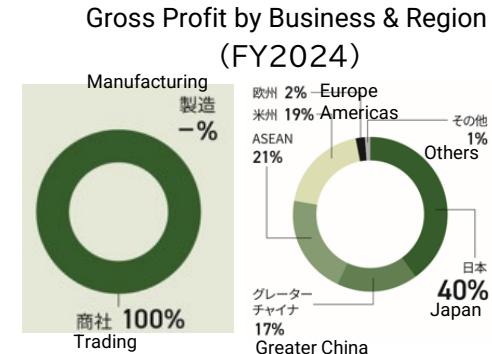
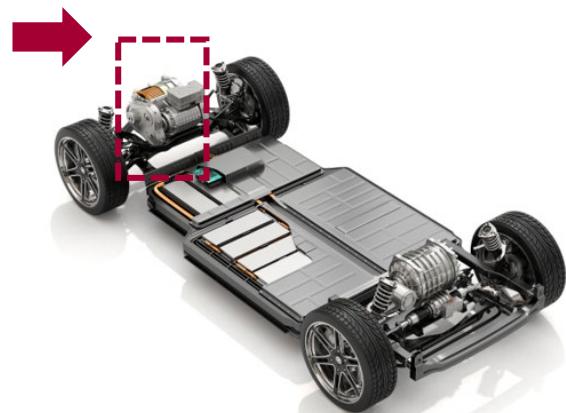
- ▶ Various plastics, Sustainable Materials, functional paints, adhesives, lightweight components, decorative components, battery materials, sensors, autonomous driving technologies, etc.

#### ● Key Measures

- ▶ Expand electrification-related materials and components further
- ▶ Invest resources in growth markets (e.g., North America and India)



Metal insert mold parts for automotive inverters



Established a joint venture in India, Gurugram (Gurgaon) with Japan Aviation Electronics Industry, Ltd. to sell USB and connectors for Motorcycle/Automobile Vehicles



Established a manufacturing company in Mexico with Atecs Co., Ltd. to manufacture electrification components, etc.

## APPENDIX

# Strategic Initiatives by Segment

## -Life & Healthcare-

### Life & Healthcare Products Dept.

#### ● Examples of Our Products, Goods, and Services

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

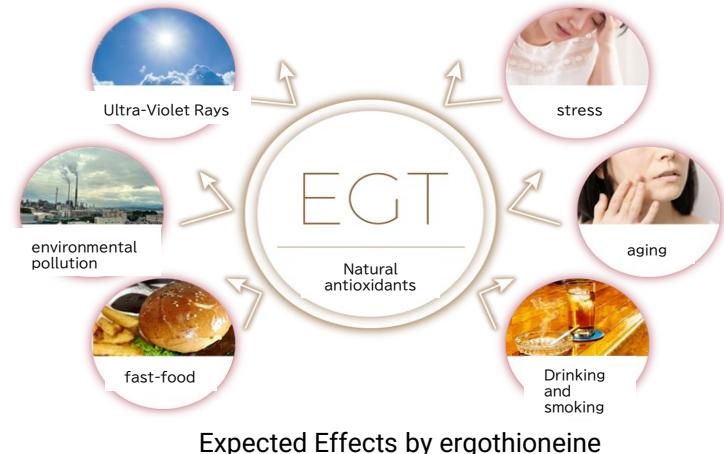
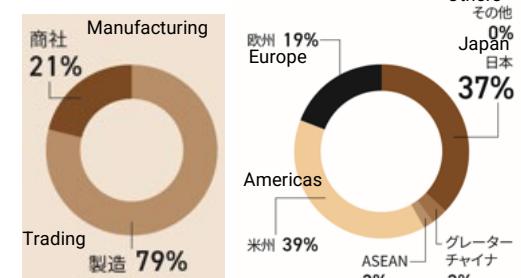
#### ● Key Measures

- ▶ Focus on expanding sales of in-house products in Japan and overseas
- ▶ Expand cross-sales through stronger collaboration among overseas group bases and offices
- ▶ Expand bio-materials (Creation of NVI\*1, NBIC\*2 bio-derived materials; e.g., ergothioneine mass produced using fermentation technology)
- ▶ Expand the Prinova Group manufacturing

\*1 Nagase Viita

\*2 Nagase Bio-Innovation Center

### Gross Profit by Business & Region (FY2024)



Ohito manufacturing site  
Nagase Diagnostics Co., Ltd.

 **Nagase Diagnostics**

ナガセダイアグノスティックス株式会社



Diagnostic Reagents Business, etc. Joined the  
Group on July 1, 2025



Aim for gross profit of ¥4 billion around 2030

# APPENDIX Consolidated Statements Income

- ▶ Gross profit reached record highs while gross profit margin improved across all business segments
- ▶ Operating income reached a record high, despite higher general and administrative expenses, including selling and personnel expenses stemming from increased logistics costs
- ▶ Net income increased year on year but fell short of the full-year forecast due to a third-quarter withdrawal loss (approx. ¥2.0 billion) related to the exit from the thin glass substrate thinning business in China decided in fiscal 2020

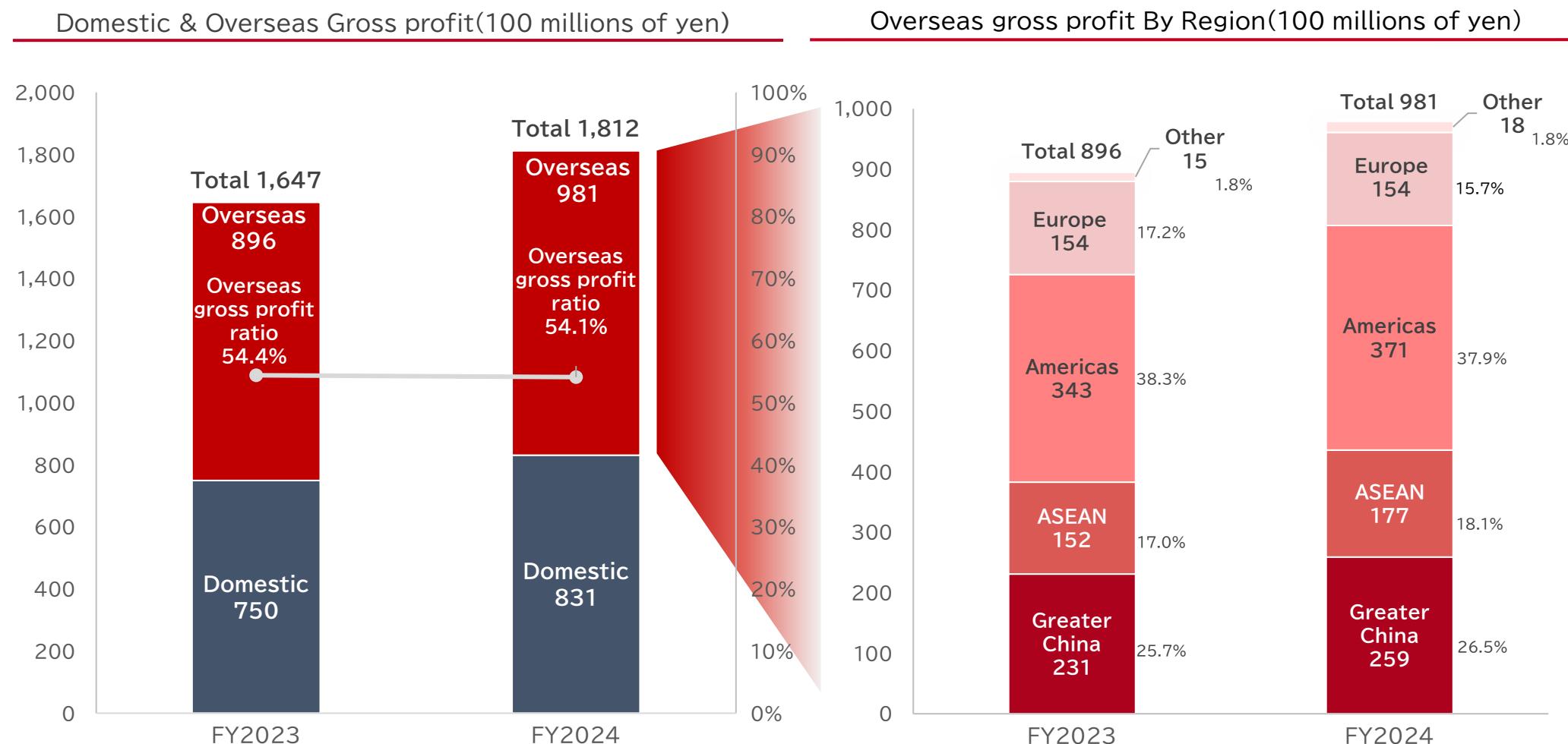
	100 millions of yen					
	FY2023	FY2024	Change	Vs.PY	Forecast	Forecast ratio
<b>Sales</b>	9,001	9,449	448	105%	9,400	101%
<b>Gross profit</b>	1,647	1,812	165	110%	1,800	101%
<b>&lt;GP ratio&gt;</b>	18.3%	19.2%	0.9ppt	—	19.1%	—
<b>SG&amp;A expenses</b>	1,341	1,422	81	106%	1,435	—
<b>Operating income</b>	306	390	84	128%	365	107%
<b>&lt;OP ratio&gt;</b>	3.4%	4.1%	0.7ppt	—	3.9%	—
<b>(excluding the effect of actuarial gains and losses)</b>	315	355	39	113%	329	108%
<b>Ordinary income</b>	305	383	77	125%	352	109%
<b>Profit Attributable to owners of the parent</b>	224	255	31	114%	280	91%
US\$ Exchange rate (period average)	@ 144.6	@ 152.6	@ 8.0	Weak yen	@ 148.0	
RMB Exchange rate (period average)	@ 20.1	@ 21.1	@ 1.0	Weak yen	@ 20.0	

\* Offset to sales and cost of sales from revenue recognition standards: FY2023 4Q -¥272.3 billion, FY2024 4Q -¥279 billion

\* Impact from foreign exchange: Gross profit, +¥5.5 billion; Operating income, +¥0.9 billion

# APPENDIX Gross Profit by Region

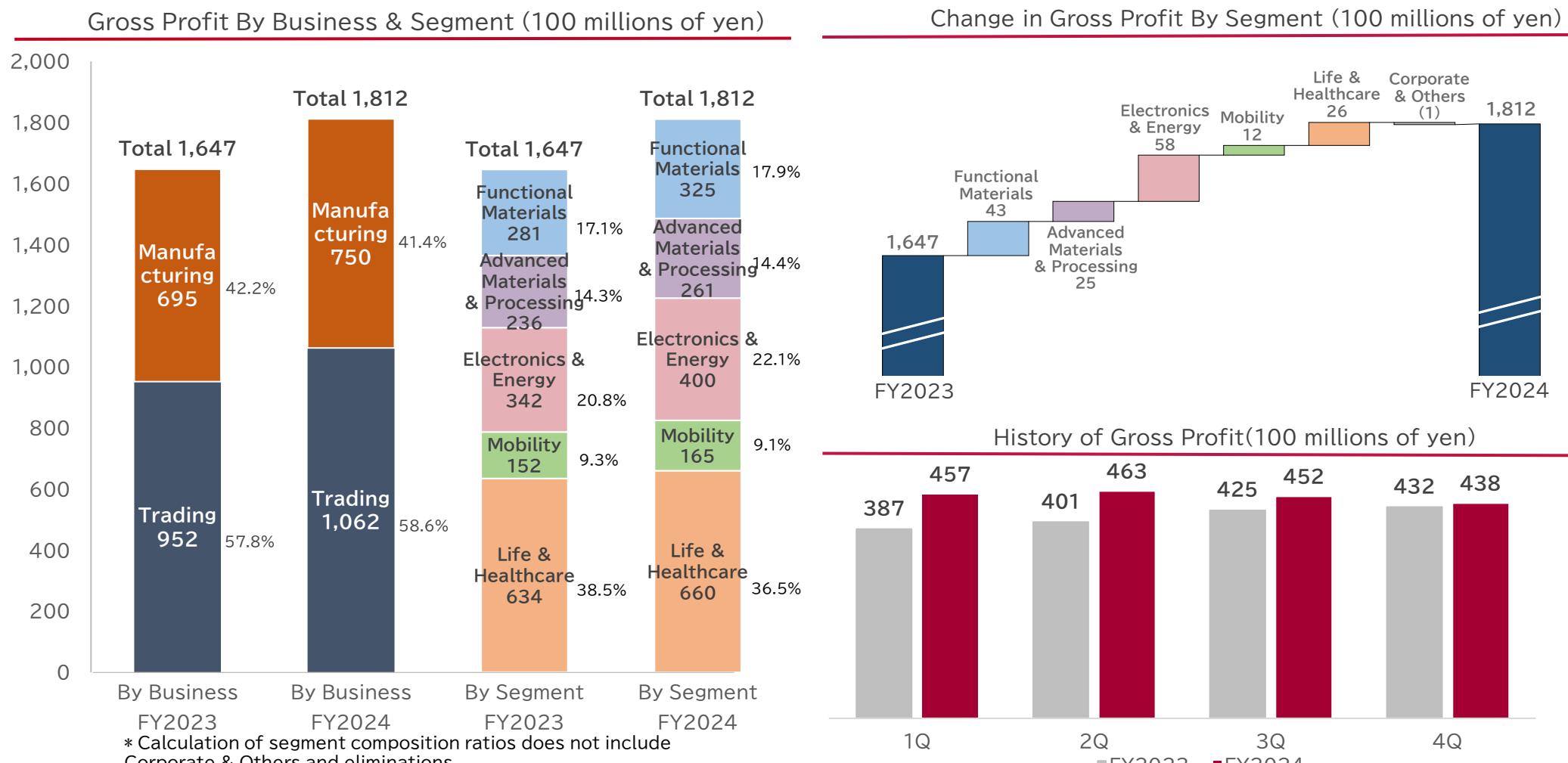
- Higher profit both domestic and overseas
- Increase in domestic business sales, due to higher sales (including exports) of raw materials and formulated epoxy resins for semiconductor industries
- Overseas profits increased, mainly due to impacts of the weakening yen, as well as higher sales of food ingredients in the Americas, semiconductor-related business in Greater China, and strong sales of resins in ASEAN countries



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

# APPENDIX Gross Profit by Business & Segment

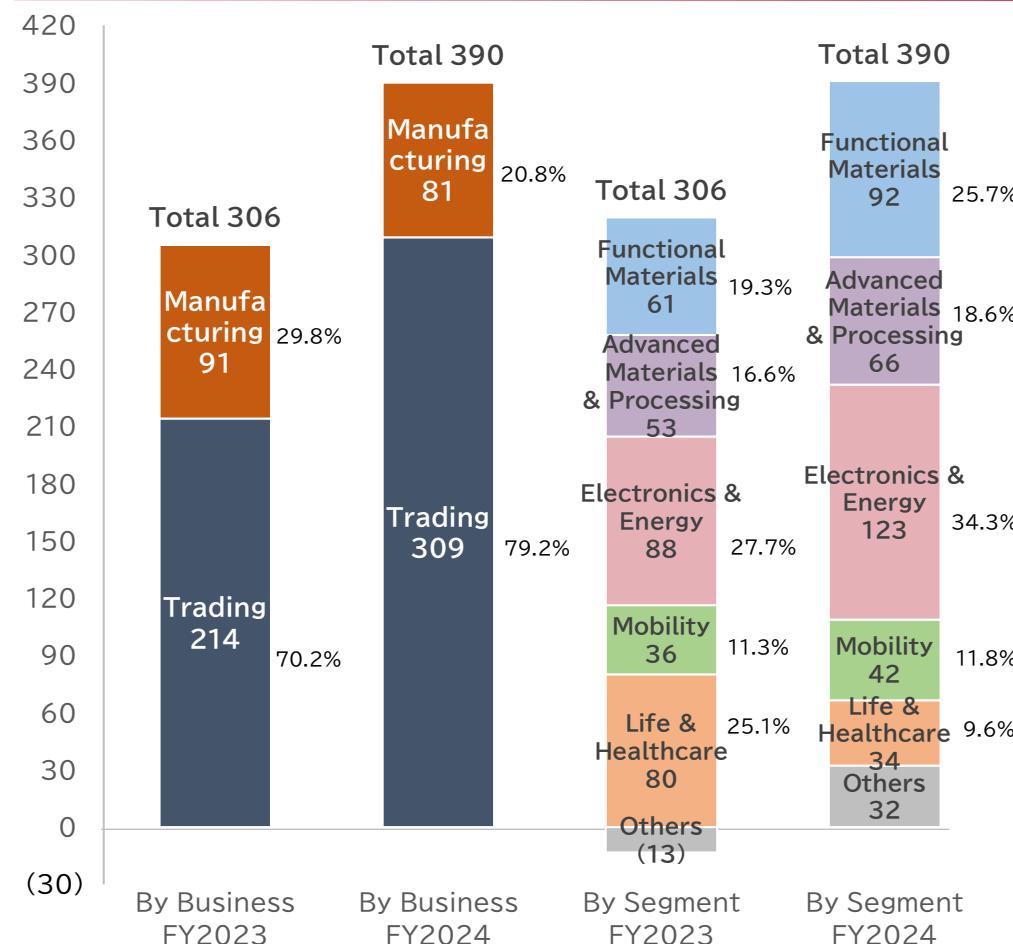
- Trading business profits increased to approx. ¥11 billion due to strong performance in the Electronics & Energy, Functional Materials, and Advanced Materials & Processing segments, stemming from moderate recoveries, mainly in the semiconductor, electrical, and electronics industries
- Manufacturing business profits increased by approximately ¥5.5 billion overall, mainly due to higher sales of Nagase ChemteX formulated epoxy resins in Electronics & Energy and return to profitability in the color formers business in Functional Materials
- The Electronics & Energy and Functional Materials segments saw significant growth (see Segment Overview for more details)



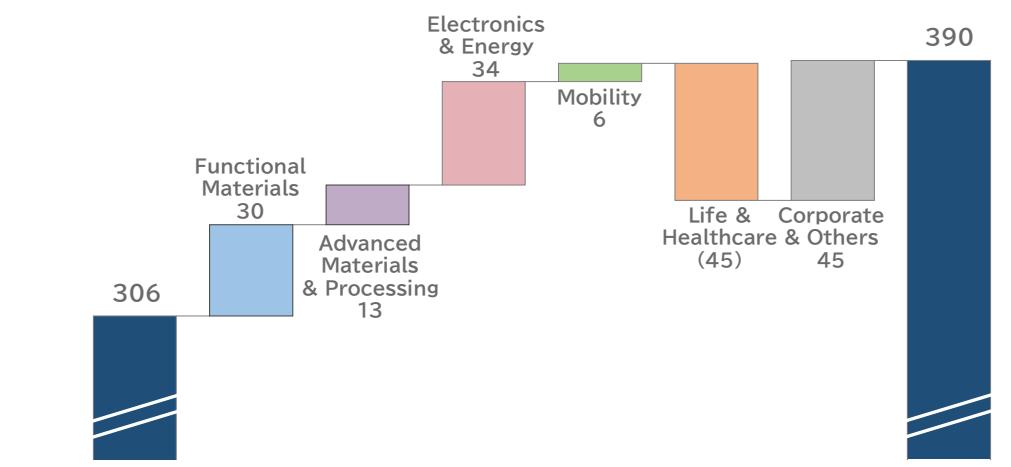
# APPENDIX Operating Income by Business & Segment

- ▶ Trading business profits increased approx. ¥9.5 billion due to an increase in gross profit and impacts of actuarial gains and losses
- ▶ Despite strong sales of formulated epoxy resins by Nagase ChemteX and narrowed losses in the color formers business, manufacturing business profits decreased by approx. ¥1.0 billion overall, mainly due to lower profit in Prinova Group
- ▶ Corporate & Others profits increased, mainly due to the impact of actuarial gains and losses (retirement benefit actuarial differences: approx. ¥0.9 billion loss in fiscal 2023 and ¥3.5 billion gain for fiscal 2024, equally prorated and recorded on a quarterly basis)

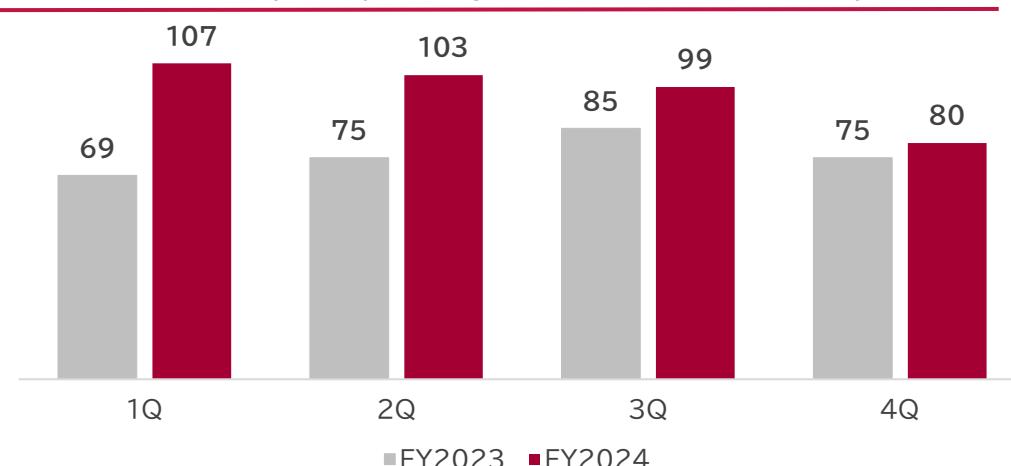
Operating Income by Business &amp; Segment(100 millions of yen)



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



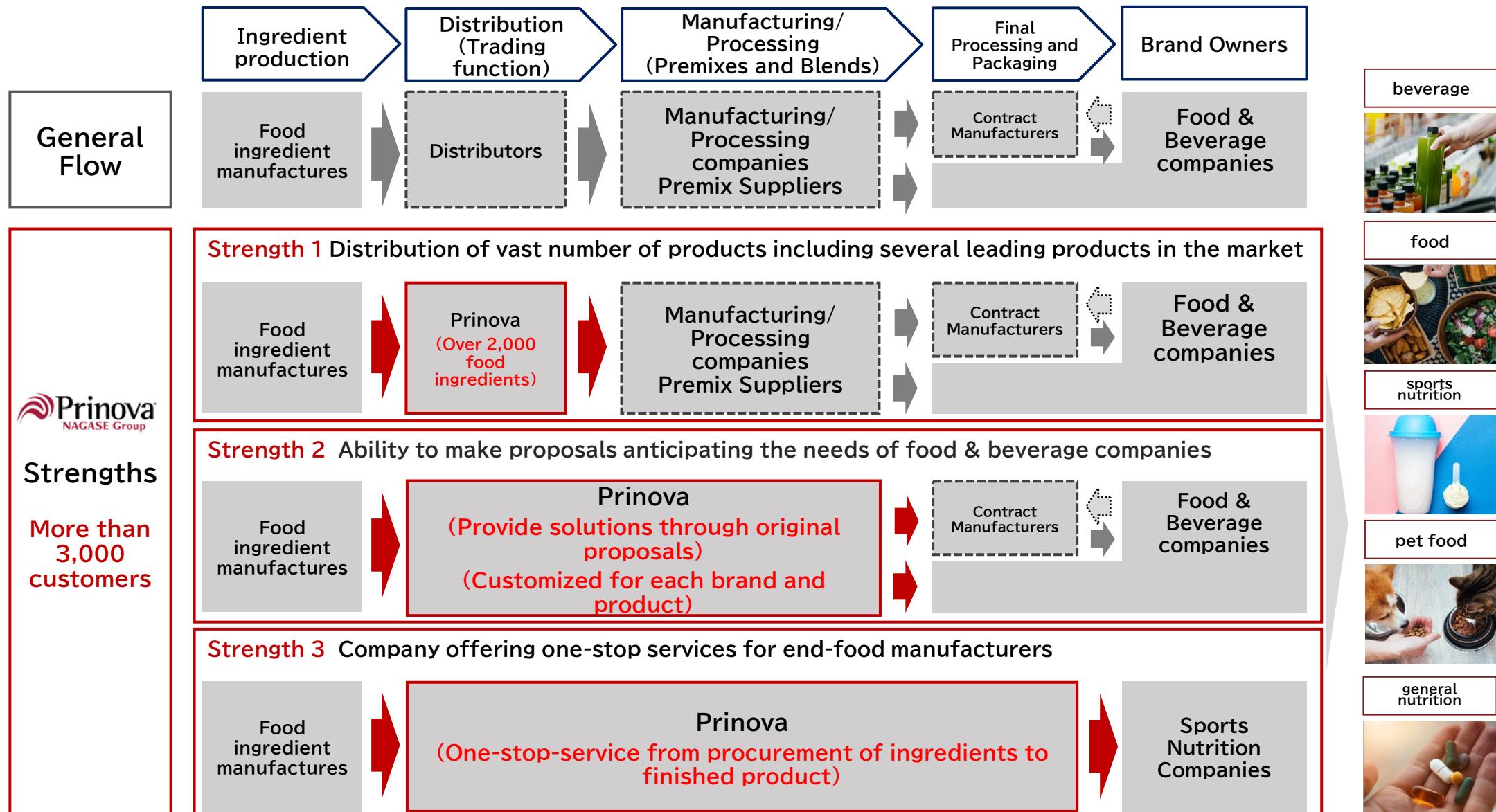
History of Operating Income (100 millions of yen)



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

# APPENDIX Prinova Group Business Model

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



# APPENDIX 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

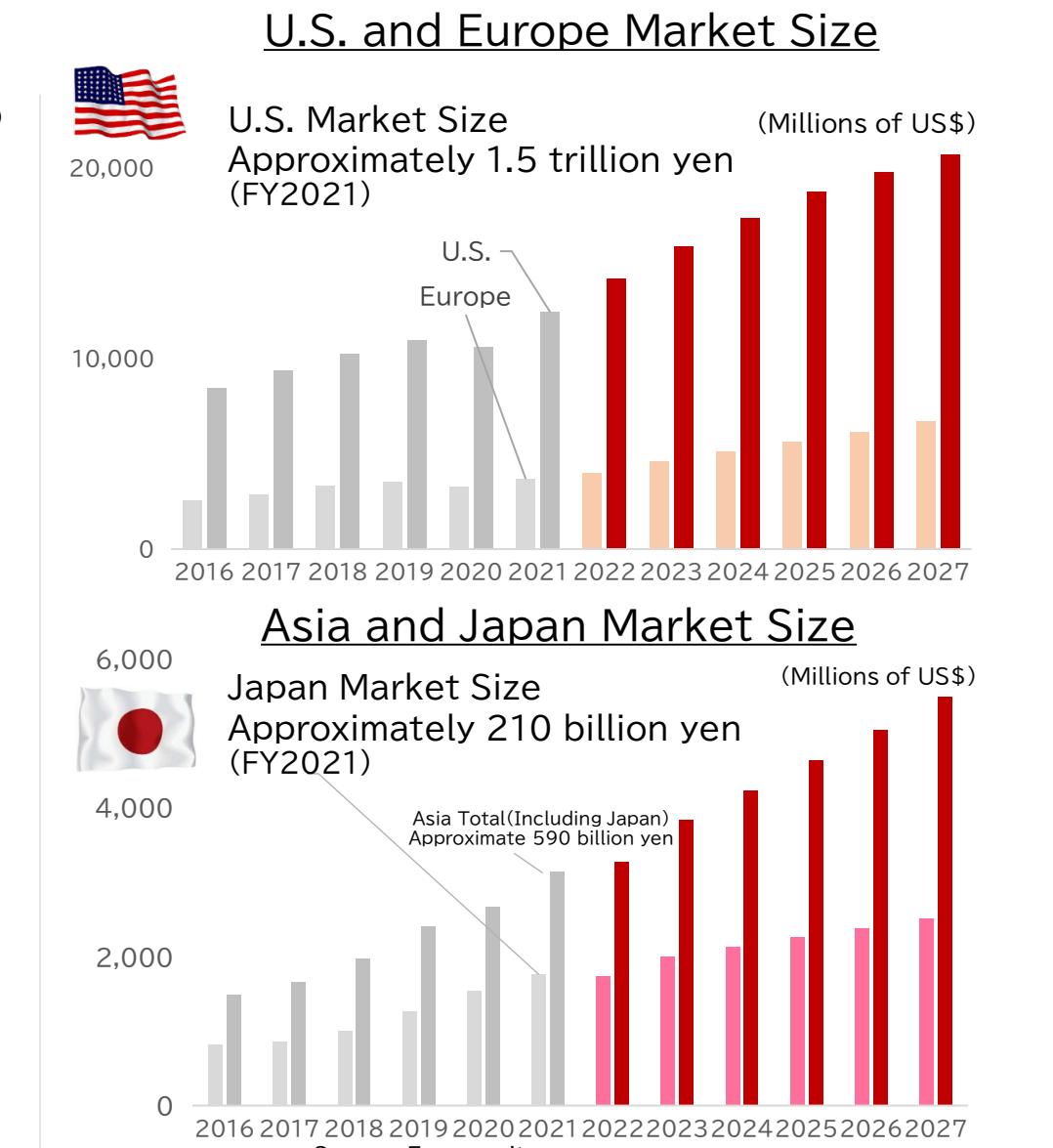
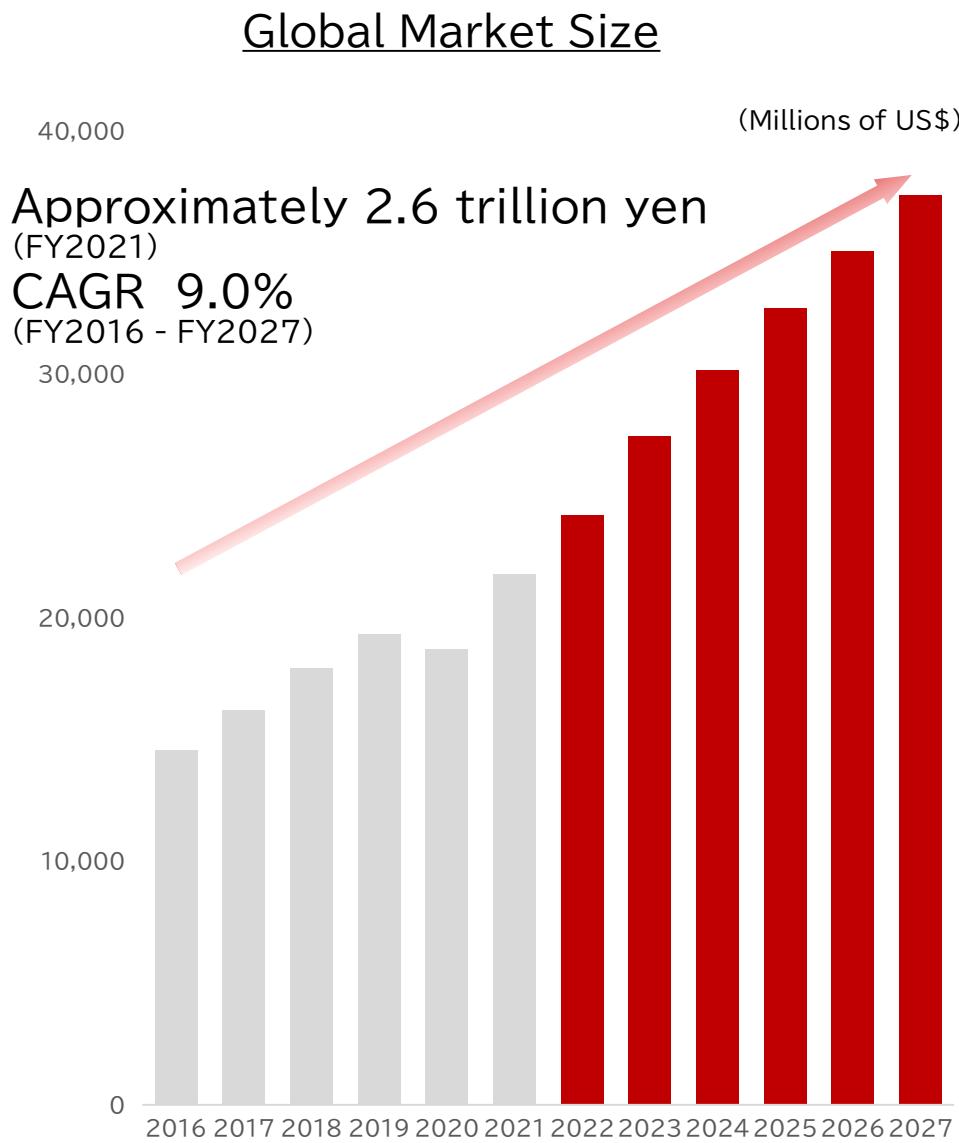


General consumers/sports enthusiasts, weekend athletes  
(athlete population: medium to large x frequency/volume: medium to large)

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

# APPENDIX Sports Nutrition Market

## Sports Nutrition Market is Expected to Grow Globally



\*Source: Euromonitor

\*Global, European and Asian markets sizes exclude some regions.

# APPENDIX 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



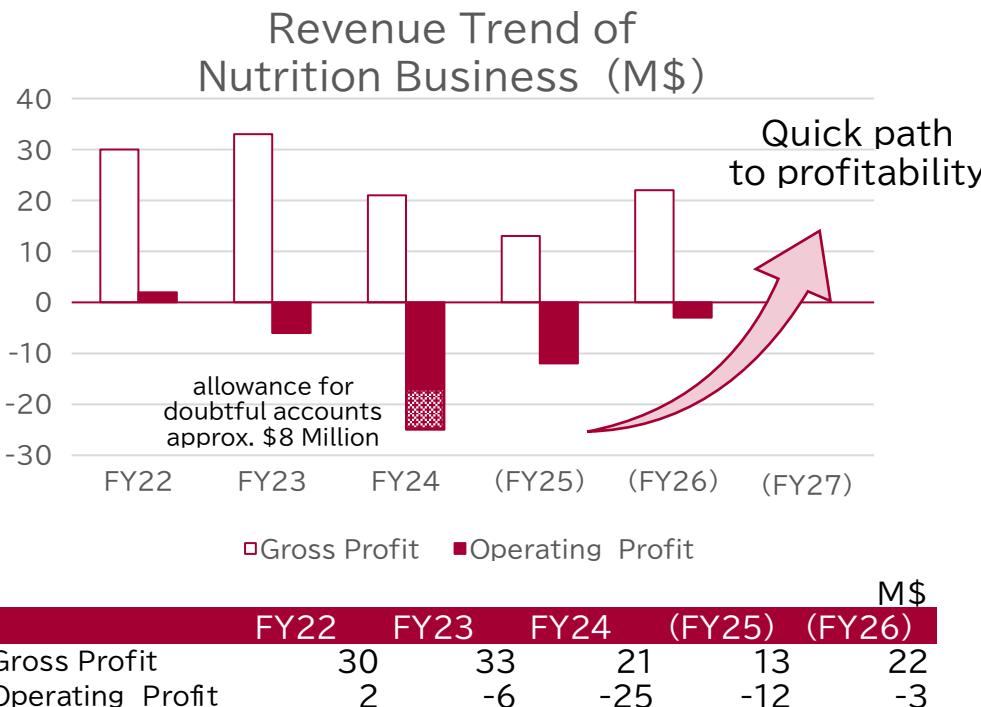
Provide speedy, one-stop solutions that include not only manufacturing, but also product design/proposals and raw materials procurement

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

# APPENDIX Turnaround of Prinova Nutrition\*

- Cost reduction through efficiency improvements and top-line growth to drive early profitability in the Nutrition business (Utah and Tennessee factories)
- Recover Operating Profit of Prinova Group to a growth trajectory and reaccelerate profit contribution

\*Nutrition business (former Armada business)...Contract manufacturing of sports nutrition products. The company also engages in other manufacturing businesses, including solutions production



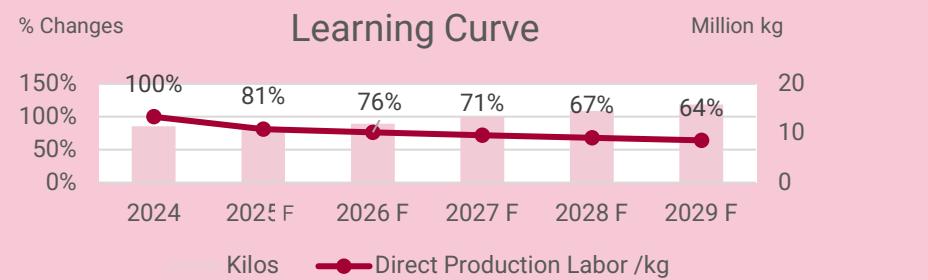
## Top Line Growth

- Revitalize the sales organization under new CEO leadership with rigorous opportunity pipeline management
- Use customer segmentation to prioritize sales priorities, resources and qualify
- Expand target markets to include Active Lifestyle Nutrition and Wellness, in addition to the Sports Performance industry
- Expanded product format offerings, including Stick Packs and, etc



## Cost reduction through efficiency improvements

- Improved production efficiency through Advanced Process Control and full-scale operation of automation equipment introduced in FY2024
- Reduce costs through increased efficiencies



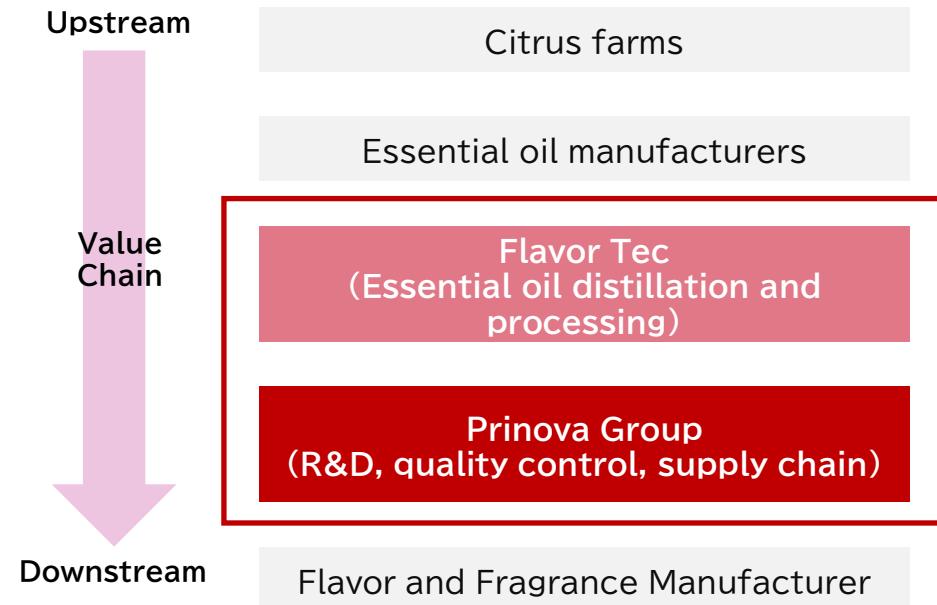
\*The Prinova Group revised part of its classification between cost of goods manufactured and selling, general and administrative expenses in in fiscal 2025. Figures reflect this reclassification

# APPENDIX M&A in the Prinova



Operate vertically integrated business in the aroma business and expand business into Brazil

- Acquired Brazilian essential oil refining and processing company, Flavor Tec, in FY2023
- Acquiring this high-quality distillation and processing company in the citrus essential oil field **enabled the vertical integration of business** from raw material processing to sales
- **Strengthen sales and customer proposals** by enhancing essential oil processing technology and improving the quality of procured raw materials



We will engage in distillation and processing in South America, the world's largest citrus-producing country, to reduce significantly logistics costs and environmental impact in raw material transportation and **provide sustainable solutions**

# Thank you

 **NAGASE** | Delivering next.