

FY2024 Financial Briefing

NAGASE&CO.,LTD.

Stock exchange listing : Tokyo (Prime Market)
Code number : 8012

May 9, 2025

*Embracing Authenticity,
Embracing Change*

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Ueshima, Representative Director, President and CEO, will now present.

I am Hiroyuki Ueshima, Representative Director, President and CEO of NAGASE & CO., LTD.

Thank you very much for your cooperation.

I will now explain the year-end financial results for FY2024.

Management Conscious of Capital Costs and Share Prices

We continue to implement initiatives in the final year of the current medium-term management plan

Policies to Enhance Corporate Value

Execute growth, financial, and capital strategies set forth in the Medium-Term Management Plan ACE 2.0

Current Issue Recognition

- PBR has been below 1x since FY2007
- Cost of equity is **more than 8.0%** based on dialogue with investors (as needed through the use of CAPM and interviews with investors)
- Continued high level of strategic cross-shareholdings; 13.9% of net assets

Matters to be Addressed

Profitability and Efficiency

- Permeation of ROIC management: Improve gross profit margin and capital turnover
- Reduce unprofitable businesses and unprofitable transactions in business targeted for improvement
- Reduce strategic cross-shareholdings in phases

Capital Costs

- Increase in Shareholder Returns: limited 100% total return ratio for two years
- Leverage debt in growth investments

IR Activities

- Make active disclosures of and expand dialogue with investors





First, allow me to explain our management approach that is conscious of our cost of capital and stock price.

Currently, our stock price is below 1x PBR, our ROE is below 8%, and the ratio of net assets to strategic shareholdings is as high as 13.9%, which we view as important management issues. We adopt a long-term perspective when it comes to increasing ROE in particular.




Going forward, we aim to strengthen our financial strategy by pursuing our growth strategies, increasing profitability by improving ROIC, and using debt to lower the cost of capital. We aim to generate continuous growth through dialogue with our investors.

Executive Summary

FY2024 Results

-  Prinova Group profit declined due to tougher-than-expected conditions in contract manufacturing within the Nutrition business* during the second half of the fiscal year
-  Food ingredient sales performed well; however, profit at Nagase Viita declined due to continued weak sales of cosmetic materials
-  Trading business performed well in the Functional Materials, Advanced Materials & Processing, and Electronics & Energy segments due to moderate recovery in the semiconductor, electrical appliances and electronics industries, and other industries
-  Sales were strong for Nagase ChemteX formulated epoxy resin used in semiconductors for AI servers.
- Withdrew from the color formers business in U.S., which had incurred significant losses, as part of our Improve Area efforts, resulting in an overall return to profitability
- Improved profitability through ROIC management improving gross profit margin by 0.9 percentage points

FY2025 Earnings Projections

-  Prinova Group expects higher profit driven by increased food ingredient sales volume, reduced losses in the nutrition business, and lower allowance for doubtful accounts
-  Nagase Viita projects higher profit supported by strong sales of food ingredients and cosmetic materials, as well as a partial completion of intangible asset amortization (¥1.1 billion year-on-year increase)
-  Sales likely to remain strong in fiscal 2025 for Nagase ChemteX formulated epoxy resins used in semiconductors for AI servers, with plans to expand production capacity
- Gross profit margin expected to improve by 0.6 percentage points, supported by thorough ratio and inventory management

Medium-Term Management Plan ACE 2.0

- Project the final-year outcomes of the current medium-term management plan and lay the Direction for the next plan
- Advance QUICK WIN initiatives
- Initiatives in Growth Strategies

Impact of U.S. Tariff Policies on NAGASE Earnings

- The full-year fiscal 2025 forecast does not include the impact of tariff policies, as the scope and degree of impact remain unclear and do not allow for a reasonable forecast
- We will promptly disclose any revisions to the full-year outlook as necessary

* Nutrition Business (formerly Armada Business) ... Engages in contract manufacturing of sports nutrition products. In the manufacturing business, also engages in other businesses such as the Solutions Business. Appendix: Prinova Group Business Overview

This slide shows our executive summary. In our FY2024 results, two areas were below expectations, two areas were above expectations, and two areas were in line with expectations. The first area that fell short is the Prinova Group in the Life & Healthcare segment. The nutrition business, which manufactures sports nutrition products, fell well below our plan. The second area is the Nagase Viita business in the Life & Healthcare segment. Sales of the food ingredient TREHA were strong, but profits decreased due to a decline in exports as competition intensified in the cosmetics market in China, which is the end consumer market for cosmetic ingredients.

On the other hand, the first area that exceeded expectations was the trading business. Here, each industry showed a moderate recovery trend. Orders were strong, resulting in a significant increase in profit. JPY9.5 billion in total. This includes JPY4.4 billion of actuarial differences in retirement benefits, which was deducted from the total, resulting in an increase of JPY5.1 billion. The second area was Nagase ChemteX's modified epoxy resin for semiconductors, for generative AI servers. Sales of this product were strong due to the robust growth of the generative AI market.

The first area that was in line with expectations is an area of improvement. The profitability of the color former business, which posted a large loss in FY2023, has returned to the black as a result of the completion of the withdrawal from the business in the US and internal efforts in domestic manufacturing. The second area is ROIC-driven management, which we have been promoting since last year in the manufacturing and trading businesses, and which has taken hold and has improved the gross profit margin by 0.9 percentage points. Regarding our FY2025 forecasts, we expect improved earnings for Prinova Group and Nagase Viita, both of which fell short of our FY2024 forecast. In addition, Nagase ChemteX's modified epoxy resins for AI servers are expected to perform well in the current fiscal year.

The impact on our company due to the US tariff policy, which has become a major topic, is described below. If it becomes necessary to change the full-year forecast, we will disclose this to you promptly.

Business Environment Surrounding NAGASE Segments



| Industry | FY2024 Trends | | FY2025 Trends | | Segment |
|--|--|--|--|--|----------------------|
| Coatings | Growth in both automotive and construction applications was sluggish, remaining generally flat overall | | Automotive applications to grow slightly; construction applications unlikely to recover; overall performance expected to remain generally flat | | Functional Materials |
| Semiconductors | Recovery remained gradual and uneven across categories, with strong performance in AI-related demand and China-based manufacturing | | Strong year-on-year growth driven by rising AI-related demand and solid production of smartphones, PCs, and other devices | | |
| Smartphones | Mid-range and low-end shipments increased, partly supported by policy measures in China, while high-end shipments rose slightly | | High-end sales to remain steady, while mid-range and low-end sales rise slightly due to growing adoption of low-priced smartphones | | Electronics & Energy |
| OA and Games (Electrical and Electronic Equipment) | Overall demand and resin market conditions made a moderate recovery | | Roughly in line with the previous fiscal year | | Advanced Materials |
| Automobiles | Automobile production did not recover fully in the second half, remaining flat overall due to regional polarization | | Roughly in line with the previous fiscal year | | Mobility |
| Medical | Demand was strong for additives, APIs and intermediates | | Roughly in line with the previous fiscal year | | Life & Healthcare |
| Cosmetics | Weak performance due to sluggish consumer demand in China, a key end market | | Recovery anticipated as growing end markets drive expansion into new sales regions | | |
| Food | Domestic food ingredient sales performed well; food ingredient sales in Europe and the U.S. remained flat, while nutrition sales continued to grow despite intensified competition | | Flat market growth in Japan year on year, with moderate growth expected in food ingredients and nutrition in Europe and the U.S. | | |

·Display and color former businesses excluded due to limited impact on fiscal 2025 performance

·May not always be consistent with industry trends

*Impact of U.S. tariff policies not included

I would like to explain the business environment surrounding each of NAGASE's segments.

We have divided up the business environment into each of the eight industries.

The left column shows actual results for FY2024 and the right column shows the forecast for FY2025.

The impact of the US tariff policy is not included.

Please refer to these slides as needed.

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Appendix:

- ✓ Sales, Gross Profit, and Operating Income by Quarter (Before Allocation of Corporate & Others)
- ✓ Evaluations From ESG Rating Agencies
- ✓ Major Cash Inflows and Outflows for FY2021-FY2024
- ✓ Prinova Group Business Overview

FY2024 Results and FY2025 Earnings Projections

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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 |
|---|---------|---------|--------|----------|----------|----------------|
| Sales | 9,001 | 9,449 | 448 | 105% | 9,400 | 101% |
| Gross profit | 1,647 | 1,812 | 165 | 110% | 1,800 | 101% |
| <GP ratio> | 18.3% | 19.2% | 0.9ppt | – | 19.1% | – |
| SG&A expenses | 1341 | 1,422 | 81 | 106% | 1,435 | – |
| Operating income | 306 | 390 | 84 | 128% | 365 | 107% |
| <OP ratio> | 3.4% | 4.1% | 0.7ppt | – | 3.9% | – |
| (excluding the effect of actuarial gains and losses) | 315 | 355 | 39 | 113% | 329 | 108% |
| Ordinary income | 305 | 383 | 77 | 125% | 352 | 109% |
| Profit Attributable to owners of the parent | 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

This is the consolidated statement of income for FY2024.

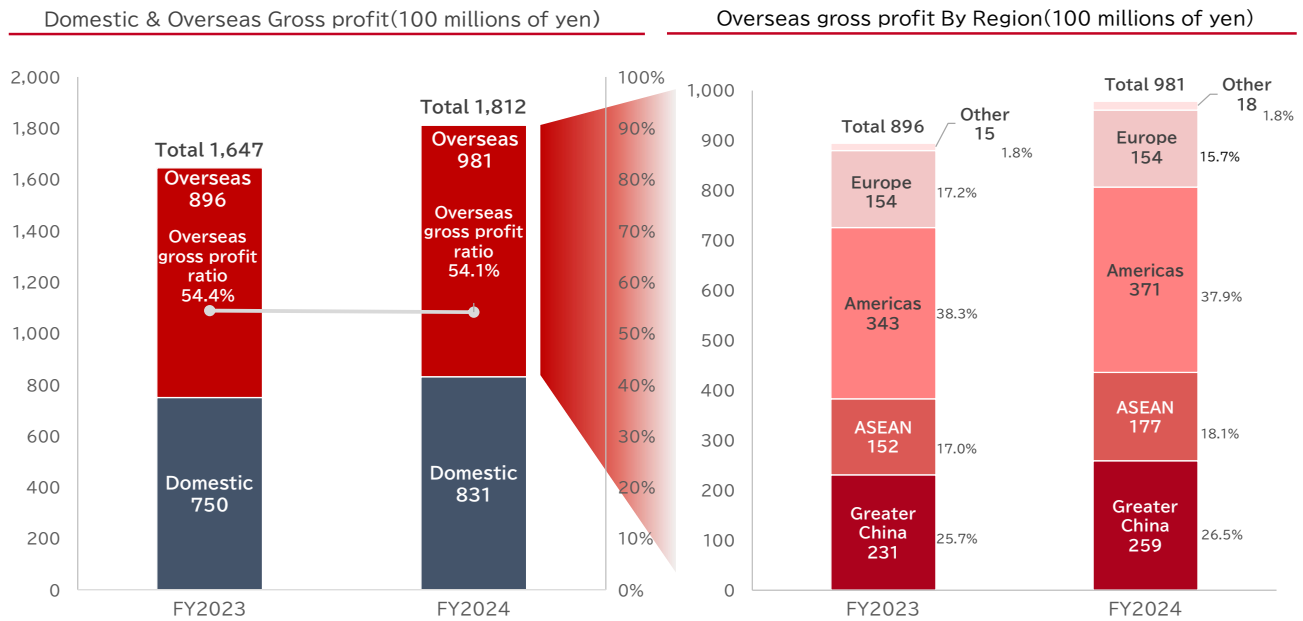
Gross profit and all other profits increased. With the exception of net income, these figures are record highs.

Operating income was JPY39.0 billion due to an increase in gross profit. Gross profit margins improved in all segments, improving by 0.9 percentage points.

From this fiscal year, operating income excluding the effect of actuarial gains and losses is also shown, for your reference.

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

This slide shows gross profit by region.

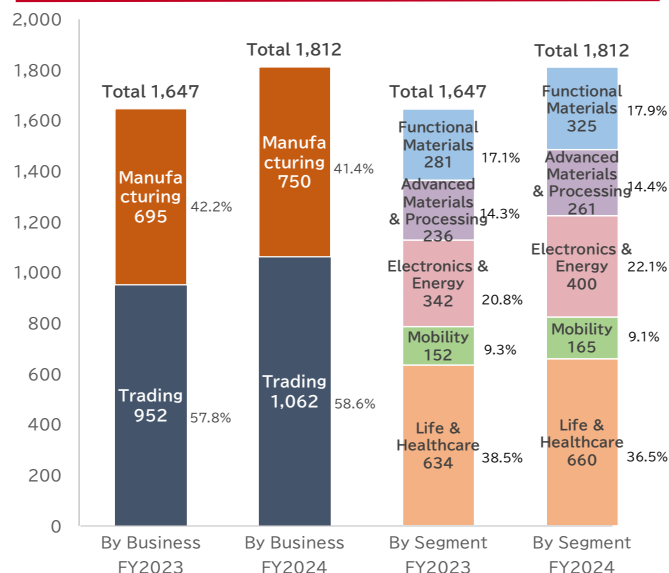
Profits increased both in Japan and overseas.

The overseas sales ratio was 54%, almost unchanged from the previous year, with the Americas accounting for 20% of the total, the Greater China 14%, and the other regions 20%.

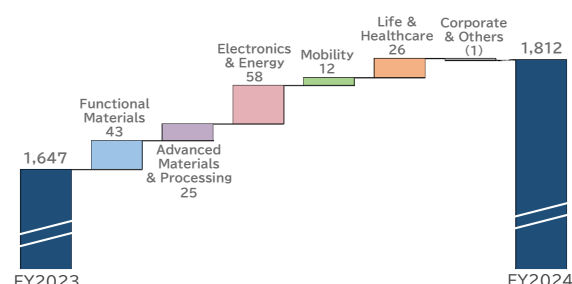
Gross Profit by Business & Segment

- ▶ 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)

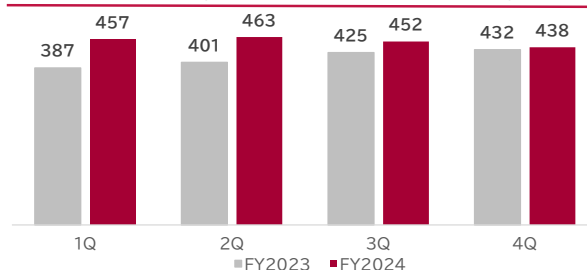
Gross Profit By Business & Segment (100 millions of yen)



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



History of Gross Profit(100 millions of yen)



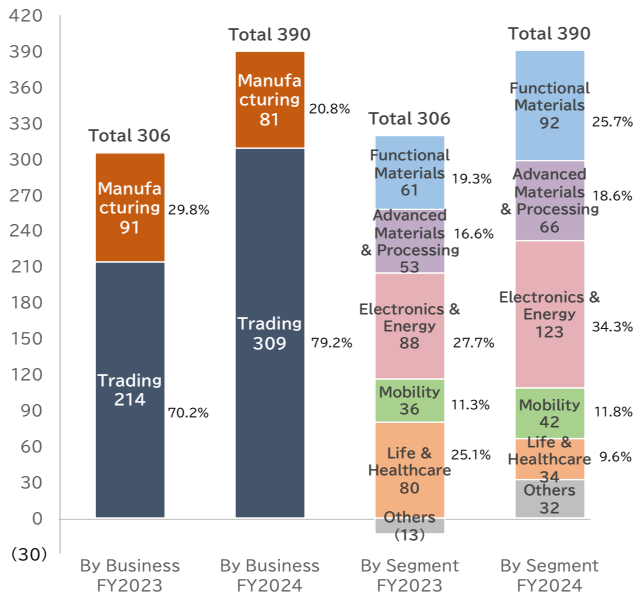
This slide shows gross profit by business and segment.

Details will be explained on the next slide.

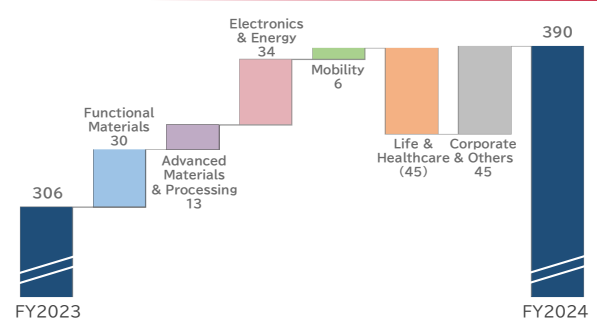
Operating Income by Business & Segment

- ▶ 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)

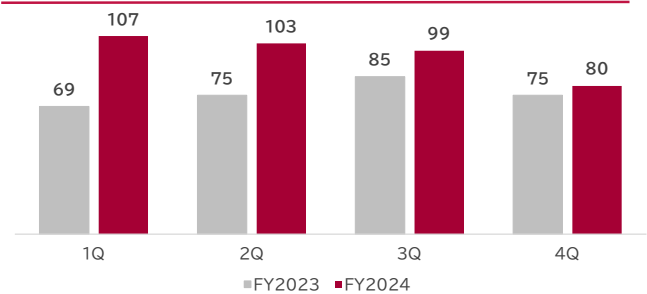
Operating Income by Business & Segment (100 millions of yen)



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

This slide shows operating income by business and segment.

First, in the trading business, all segments performed well, with an increase of JPY5.1 billion.

If we add in the positive figure for actuarial differences in retirement benefits, the increase was JPY9.5 billion.

In the manufacturing business, strong sales of modified epoxy resins by Nagase ChemteX and fewer losses in the color former business contributed to profit.

On the other hand, total profit decreased by approximately JPY1 billion due to the poor performance of Prinova Group and Nagase Viita.

Sales, Gross Profit and Operating Income by Quarter

- ▶ Fourth-quarter gross profit was down overall compared with the third quarter; while manufacturing remained solid with profit growth in Electronics & Energy, trading profit was sluggish across all segments except Life & Healthcare, due to reduced demand following the Lunar New Year
- ▶ Operating income in the fourth quarter declined overall compared with the third quarter due to a decrease in trading business gross profit and an increase in company-wide shared expenses

| Quarterly results | | | | | | | 100 millions of yen | |
|-------------------|--------|-------|-------|-------|-------|-------|---------------------|-------------|
| | | 1Q | 2Q | 3Q | 4Q | YTD | FY2024 forecast | Achievement |
| Sales | FY2024 | 2,392 | 2,417 | 2,370 | 2,269 | 9,449 | 9,400 | 101% |
| | FY2023 | 2,240 | 2,261 | 2,275 | 2,224 | 9,001 | 9,001 | |
| | YoY% | 6.8% | 6.9% | 4.2% | 2.0% | 5.0% | 4.4% | |
| Gross profit | FY2024 | 457 | 463 | 452 | 438 | 1,812 | 1,800 | 101% |
| | FY2023 | 387 | 401 | 425 | 432 | 1,647 | 1,647 | |
| | YoY% | 18.3% | 15.3% | 6.3% | 1.5% | 10.1% | 9.3% | |
| <profit ratio> | FY2024 | 19.1% | 19.2% | 19.1% | 19.3% | 19.2% | 19.1% | |
| | FY2023 | 17.3% | 17.8% | 18.7% | 19.4% | 18.3% | 18.3% | |
| | | | | | | | | |
| Manufacturing | FY2024 | 188 | 195 | 182 | 183 | 750 | | |
| | FY2023 | 165 | 160 | 183 | 185 | 695 | 695 | |
| Trading | FY2024 | 269 | 267 | 270 | 255 | 1,062 | | |
| | FY2023 | 221 | 241 | 242 | 246 | 952 | 952 | |
| Operating income | FY2024 | 107 | 103 | 99 | 80 | 390 | 365 | 107% |
| | FY2023 | 69 | 75 | 85 | 75 | 306 | 306 | |
| | YoY% | 54.3% | 37.1% | 16.5% | 6.3% | 27.6% | 19.2% | |
| <profit ratio> | FY2024 | 4.5% | 4.3% | 4.2% | 3.6% | 4.1% | 3.9% | |
| | FY2023 | 3.1% | 3.3% | 3.8% | 3.4% | 3.4% | 3.4% | |
| | | | | | | | | |
| Manufacturing | FY2024 | 24 | 16 | 19 | 21 | 81 | | |
| | FY2023 | 26 | 17 | 25 | 21 | 91 | 91 | |
| Trading | FY2024 | 83 | 86 | 80 | 59 | 309 | | |
| | FY2023 | 43 | 58 | 59 | 54 | 214 | 214 | |

*Manufacturing figures represent the aggregate totals of manufacturing subsidiaries.

*Trading figures include the aggregate totals of NAGASE and our sales subsidiaries, as well as Corporate & Others and eliminations

*Certain eliminations for FY2023 have been reclassified to manufacturing

This slide shows the quarterly trend in net sales, gross profit, and operating income.

In Q4, profit decreased by JPY1.8 billion QoQ due to the impact of the Lunar New Year and adjustments in customers' product inventory, as well as the cost of the Osaka head office renovation and M&A-related expenses, both of which we had anticipated.

Segment Overview: Functional Materials

- ▶ Gross profits increased primarily for the following reasons
 - Coating materials sales increased due to higher market prices, despite demand remaining flat for both automotive and architectural applications
 - Sales of raw materials for semiconductor materials increased
 - The color formers business returned to profitability through the withdrawal from U.S. operations, along with the review of unprofitable transactions and efficiency improvements at manufacturing bases in Japan
- ▶ Operating income increased due to improved gross profit

100 millions of yen

| Quarterly results | | 1Q | 2Q | 3Q | 4Q | YTD | FY2024 forecast | Achievement |
|-------------------|--------|--------|-------|--------|--------|-------|--------------------|-------------|
| Sales | FY2024 | 405 | 388 | 372 | 370 | 1,537 | 1,588 | 97% |
| | FY2023 | 364 | 357 | 375 | 370 | 1,468 | 1,468 | |
| | YoY% | 11.4% | 8.7% | (0.7%) | (0.1%) | 4.7% | 8.2% | |
| Gross profit | FY2024 | 88 | 81 | 79 | 75 | 325 | 326 | 100% |
| | FY2023 | 64 | 68 | 73 | 75 | 281 | 281 | |
| | YoY% | 37.8% | 19.9% | 8.5% | (0.2%) | 15.6% | 15.9% | |
| <profit ratio> | FY2024 | 21.8% | 21.1% | 21.3% | 20.3% | 21.1% | 20.5% | |
| | FY2023 | 17.6% | 19.1% | 19.5% | 20.4% | 19.2% | 19.2% | |
| | | | | | | | | |
| Manufacturing | FY2024 | 6 | 6 | 4 | 4 | 22 | | |
| | FY2023 | 1 | 1 | 2 | 3 | 8 | 8 | |
| | | | | | | | | |
| Trading | FY2024 | 82 | 75 | 74 | 70 | 302 | | |
| | FY2023 | 62 | 66 | 71 | 71 | 272 | 272 | |
| | | | | | | | | |
| Operating income | FY2024 | 29 | 24 | 20 | 17 | 92 | 86 | 107% |
| | FY2023 | 10 | 14 | 19 | 17 | 61 | 61 | |
| | YoY% | 197.2% | 67.7% | 7.4% | (2.8%) | 49.6% | 39.6% | |
| <profit ratio> | FY2024 | 7.3% | 6.3% | 5.5% | 4.7% | 6.0% | 5.4% | |
| | FY2023 | 2.7% | 4.1% | 5.1% | 4.8% | 4.2% | 4.2% | |
| | | | | | | | | |
| Manufacturing | FY2024 | 2 | 3 | 0 | 1 | 7 | | |
| | FY2023 | (3) | (2) | (2) | (1) | (9) | (9) | |
| | | | | | | | | |
| Trading | FY2024 | 27 | 21 | 20 | 15 | 84 | | |
| | FY2023 | 13 | 17 | 21 | 19 | 71 | 71 | |
| | | | | | | | | |

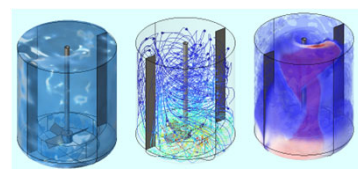
[Key Measures]

Performance Chemicals Dept.

- ▶ Capture business opportunities in the petrochemical industry and in response to market changes by leveraging our global procurement capabilities
- ▶ Propose sustainable materials and solutions (biodegradable bio-SAPs, chemical joint logistics matching, Mixing Concierges™, etc.)

Speciality Chemicals Dept.

- ▶ Expand chemicals business for the semiconductor industry, where we expect market growth
- ▶ Create businesses leveraging unique technologies (flow synthesis, MOF*, etc.)



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

From this slide onward, the overview is by segment.
The first is the Functional Materials segment.

In this segment, the semiconductor-related raw materials sales business performed well. In addition, the color former business, which I mentioned earlier, returned to profitability, Nagase ChemteX's Denacol exports to the US for 3D printing recovered, and large customers placed orders in the NAGASE Filter Co., Ltd. business, contributing to a total profit increase of JPY3.0 billion.

Our key initiative here is to continue expanding sales of our own products, and to expand sales of Nagase ChemteX's Teisan Resin. This is used as an insulating adhesive for electronic materials. We have also been introducing flow synthesis technology, for synthesizing monomers for semiconductors.

Segment Overview: Advanced Materials & Processing

- ▶ Gross profits increased primarily for the following reasons
 - Resin sales increased with the recovery in demand for office equipment and other applications in the electrical appliances and electronic industries
 - Sales of industrial hoses and civil engineering pipes increased at TOTAKU INDUSTRIES, Inc.
- ▶ Operating income increased due to improved gross profit

[Key Measures]

Polymer Global Account Dept.

- ▶ 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



Manufacturing subsidiaries:
TOTAKU INDUSTRIES, INC.
industrial hoses and civil engineering pipes

| Quarterly results | | 1Q | 2Q | 3Q | 4Q | YTD | 100 millions of yen | |
|-------------------|--------|-------|-------|-------|-------|-------|---------------------|-------------|
| | | | | | | | FY2024 forecast | Achievement |
| Sales | FY2024 | 535 | 546 | 528 | 495 | 2,106 | | |
| | FY2023 | 485 | 536 | 477 | 485 | 1,985 | | |
| | YoY% | 10.2% | 1.9% | 10.7% | 2.0% | 6.1% | 2,049 | 103% |
| Gross profit | FY2024 | 65 | 65 | 67 | 63 | 261 | | |
| | FY2023 | 54 | 61 | 61 | 57 | 236 | | |
| | YoY% | 20.1% | 5.4% | 9.1% | 9.8% | 10.9% | 255 | 103% |
| <profit ratio> | FY2024 | 12.3% | 11.9% | 12.8% | 12.8% | 12.4% | | |
| | FY2023 | 11.3% | 11.5% | 13.0% | 11.9% | 11.9% | | |
| | | | | | | | 11.9% | |
| Manufacturing | FY2024 | 12 | 12 | 15 | 12 | 53 | | |
| | FY2023 | 11 | 12 | 14 | 11 | 49 | | |
| | | | | | | | 49 | |
| Trading | FY2024 | 53 | 52 | 52 | 50 | 208 | | |
| | FY2023 | 43 | 49 | 47 | 46 | 186 | | |
| | | | | | | | 186 | |
| Operating income | FY2024 | 15 | 19 | 19 | 12 | 66 | | |
| | FY2023 | 10 | 15 | 16 | 11 | 53 | | |
| | YoY% | 56.3% | 26.7% | 16.3% | 10.8% | 25.8% | 59 | 113% |
| <profit ratio> | FY2024 | 3.0% | 3.6% | 3.6% | 2.5% | 3.2% | | |
| | FY2023 | 2.1% | 2.9% | 3.4% | 2.3% | 2.7% | | |
| | | | | | | | 2.9% | |
| Manufacturing | FY2024 | 2 | 2 | 4 | 1 | 10 | | |
| | FY2023 | 1 | 2 | 3 | 0 | 8 | | |
| | | | | | | | 8 | |
| Trading | FY2024 | 13 | 17 | 14 | 10 | 55 | | |
| | FY2023 | 8 | 13 | 12 | 10 | 44 | | |
| | | | | | | | 44 | |

The next slide covers the Advanced Materials & Processing segment.

Resin sales are increasing due to the recovery of demand in the electrical and electronics industries, such as OA. In addition, sales of industrial hoses and civil engineering pipes by group subsidiary TOTAKU INDUSTRIES, Inc. were strong. As a result, profit increased by JPY1.3 billion.

In Q4, sales were down JPY3.3 billion QoQ due to product inventory adjustments by OA electronics manufacturers. In terms of the key initiative here, EMS manufacturers in China and Taiwan are shifting production to India, Asia, and Mexico. In response, we are reviewing our area portfolio, including the reallocation of resources.

Segment Overview: Electronics & Energy

- ▶ Gross profits increased primarily for the following reasons
 - Sales of materials for high-end smartphones, tablets, and other electronic devices increased due to a recovery in demand
 - Sales of semiconductor materials increased due to the moderate market recovery
 - Sales of Nagase ChemteX's formulated epoxy resins increased due to strong sales for semiconductors for AI server semiconductors
- ▶ Operating income increased due to improved gross profit

[Key Measures]

| Quarterly results | | 1Q | 2Q | 3Q | 4Q | YTD | 100 millions of yen | FY2024 forecast | Achievement |
|-------------------|--------|-------|-------|--------|-------|-------|---------------------|-----------------|-------------|
| Sales | FY2024 | 400 | 398 | 413 | 400 | 1,613 | | 1,542 | 105% |
| | FY2023 | 355 | 356 | 375 | 360 | 1,447 | | 1,447 | |
| | YoY% | 12.8% | 11.7% | 10.1% | 11.2% | 11.4% | | 6.5% | |
| Gross profit | FY2024 | 95 | 97 | 99 | 107 | 400 | | 386 | 104% |
| | FY2023 | 77 | 86 | 85 | 92 | 342 | | 342 | |
| | YoY% | 23.7% | 13.4% | 15.7% | 16.1% | 17.0% | | 12.8% | |
| <profit ratio> | FY2024 | 23.8% | 24.5% | 24.0% | 26.9% | 24.8% | | 25.0% | |
| | FY2023 | 21.7% | 24.2% | 22.9% | 25.8% | 23.6% | | 23.6% | |
| | YoY% | 55.5% | 30.9% | 35.9% | 37.7% | 39.0% | | 22.0% | |
| Manufacturing | FY2024 | 33 | 35 | 34 | 48 | 150 | | 131 | |
| | FY2023 | 27 | 31 | 33 | 39 | 131 | | 131 | |
| | YoY% | 6.9% | 8.1% | 7.0% | 8.6% | 7.6% | | 7.0% | |
| Trading | FY2024 | 62 | 62 | 65 | 59 | 249 | | 210 | |
| | FY2023 | 50 | 54 | 52 | 53 | 210 | | 210 | |
| | YoY% | 5.0% | 6.9% | 5.6% | 6.9% | 6.1% | | 6.1% | |
| Operating income | FY2024 | 27 | 32 | 28 | 34 | 123 | | 108 | 114% |
| | FY2023 | 17 | 24 | 21 | 25 | 88 | | 88 | |
| | YoY% | 55.5% | 30.9% | 35.9% | 37.7% | 39.0% | | 22.0% | |
| <profit ratio> | FY2024 | 6.9% | 8.1% | 7.0% | 8.6% | 7.6% | | 7.0% | |
| | FY2023 | 5.0% | 6.9% | 5.6% | 6.9% | 6.1% | | 6.1% | |
| | YoY% | 55.5% | 30.9% | 35.9% | 37.7% | 39.0% | | 22.0% | |
| Manufacturing | FY2024 | 7 | 9 | 7 | 19 | 45 | | 34 | |
| | FY2023 | 4 | 8 | 8 | 11 | 34 | | 34 | |
| | YoY% | 75.0% | 12.5% | -12.5% | 72.7% | 35.3% | | 29.4% | |
| Trading | FY2024 | 19 | 22 | 20 | 14 | 77 | | 54 | |
| | FY2023 | 12 | 15 | 12 | 13 | 54 | | 54 | |
| | YoY% | 58.3% | 46.7% | 66.7% | 7.7% | 42.6% | | 6.7% | |

Electronics Dept.

- ▶ 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.

- ▶ 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



LMC: Liquid Molding Compound



a-SMC: Advanced Sheet Molding Compound

This slide covers the Electronics & Energy segment.

In the semiconductor industry, while the recovery has been uneven, the remarkable growth of the generative AI market has led to strong sales of Nagase ChemteX's modified epoxy resins for semiconductors used in AI servers, resulting in an increase of JPY3.4 billion.

In this segment, we will focus on strengthening spec-in activities for Advanced Sheet Molding Compound for next-generation semiconductors and preparing for the launch of production. In the chemicals business, we have been turning our attention to semiconductor applications based on the technology we have developed in the LCD business.

Segment Overview: Mobility

- ▶ Gross profits increased primarily for the following reasons
 - Resin sales, which account for about half of gross profit, increased due to yen depreciation and rising market prices, despite a decline in volume
 - Sales of functional materials and functional components for interior and exterior fittings and electrification increased
- ▶ Operating income increased due to improved gross profit

100 millions of yen

| Quarterly results | | 1Q | 2Q | 3Q | 4Q | YTD | FY2024 forecast | Achiev ement |
|-------------------|--------|-------|-------|--------|--------|--------|--------------------|-----------------|
| Sales | FY2024 | 321 | 338 | 343 | 317 | 1,320 | 1,326 | 100% |
| | FY2023 | 311 | 337 | 353 | 319 | 1,321 | 1,321 | |
| | YoY% | 3.1% | 0.4% | (2.7%) | (0.6%) | (0.0%) | 0.4% | |
| Gross profit | FY2024 | 40 | 43 | 43 | 37 | 165 | 165 | 100% |
| | FY2023 | 34 | 39 | 41 | 37 | 152 | 152 | |
| | YoY% | 17.8% | 9.9% | 5.4% | 1.2% | 8.3% | 8.3% | |
| <profit ratio> | FY2024 | 12.5% | 12.9% | 12.7% | 11.8% | 12.5% | 12.4% | |
| | FY2023 | 11.0% | 11.8% | 11.7% | 11.6% | 11.5% | 11.5% | |
| | | | | | | | | |
| Manufacturing | FY2024 | — | — | — | — | — | — | |
| | FY2023 | — | — | — | — | — | — | |
| | | | | | | | | |
| Trading | FY2024 | 40 | 43 | 43 | 37 | 165 | 165 | |
| | FY2023 | 34 | 39 | 41 | 37 | 152 | 152 | |
| | | | | | | | | |
| Operating income | FY2024 | 9 | 12 | 12 | 7 | 42 | 38 | 112% |
| | FY2023 | 6 | 10 | 11 | 7 | 36 | 36 | |
| | YoY% | 49.7% | 23.3% | 5.1% | (0.8%) | 17.3% | 5.1% | |
| <profit ratio> | FY2024 | 3.1% | 3.8% | 3.6% | 2.3% | 3.2% | 2.9% | |
| | FY2023 | 2.1% | 3.1% | 3.3% | 2.3% | 2.7% | 2.7% | |
| | | | | | | | | |
| Manufacturing | FY2024 | — | — | — | — | — | — | |
| | FY2023 | — | — | — | — | — | — | |
| | | | | | | | | |
| Trading | FY2024 | 9 | 12 | 12 | 7 | 42 | 42 | |
| | FY2023 | 6 | 10 | 11 | 7 | 36 | 36 | |
| | | | | | | | | |

[Key Measures]

Mobility Solutions Dept.

- ▶ 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

This slide covers the Mobility segment.

While markets in China and ASEAN came to a standstill, the EV parts business for Japan, the US, and Mexico remained strong, resulting in a JPY0.6 billion increase in profit.

In the Mobility business, we have been reviewing our area portfolio from the Chinese market to India and Mexico, as well as launching a joint venture with Japan Aviation Electronics Industry, Ltd. in India and a joint venture with ATECS in Mexico.

Segment Overview: Life & Healthcare

- ▶ Gross profits increased primarily for the following reasons
 - Increased sales of intermediates and pharmaceutical raw materials
 - Sales of Nagase Viita increased overall due to strong sales of food ingredients, despite lower sales of cosmetic materials stemming from sluggish sales overseas
 - The Prinova Group saw an increase in food ingredient sales and an improvement in gross margin compared to previous year, when market conditions were weak
- ▶ Operating income decreased, despite the increase in gross profit, due to higher general and administrative expenses such as allowance for doubtful accounts in the second quarter and personnel expenses at the Prinova Group

[Key Measures]

| Quarterly results | | | | | | | 100 millions of yen | | Life & Healthcare Products Dept. | |
|-------------------|--------|---------|---------|---------|---------|---------|---------------------|---------------|----------------------------------|--|
| | | 1Q | 2Q | 3Q | 4Q | YTD | FY2024 forecast | FY2023 Actual | | |
| Sales | FY2024 | 728 | 744 | 712 | 685 | 2,870 | | 2,894 | 99% | ▶ Focus on expanding sales of in-house products in Japan and overseas |
| | FY2023 | 723 | 673 | 693 | 687 | 2,777 | | 2,777 | | ▶ Expand cross-sales through stronger collaboration among overseas group bases and offices |
| | YoY% | 0.7% | 10.7% | 2.7% | (0.4%) | 3.3% | | 4.2% | | ▶ Expand bio-materials |
| Gross profit | FY2024 | 168 | 173 | 163 | 155 | 660 | | 667 | 99% | (Creation of NVI*1, NBIC*2 bio-derived materials; e.g., ergothioneine mass produced using fermentation technology) |
| | FY2023 | 156 | 145 | 163 | 168 | 634 | | 634 | | ▶ Expand the Prinova Group manufacturing |
| | YoY% | 8.0% | 19.0% | (0.4%) | (7.7%) | 4.2% | | 5.1% | | *1 Nagase Viita |
| <profit ratio> | FY2024 | 23.2% | 23.3% | 22.9% | 22.7% | 23.0% | | 23.0% | | *2 Nagase Bio-Innovation Center |
| | FY2023 | 21.6% | 21.6% | 23.6% | 24.5% | 22.8% | | 22.8% | | |
| | YoY% | | | | | | | | | |
| Manufacturing | FY2024 | 136 | 141 | 128 | 117 | 523 | | 505 | | |
| | FY2023 | 125 | 114 | 133 | 131 | 505 | | 505 | | |
| | YoY% | | | | | | | | | |
| Trading | FY2024 | 32 | 31 | 35 | 37 | 137 | | 129 | | |
| | FY2023 | 30 | 30 | 30 | 37 | 129 | | 129 | | |
| | YoY% | | | | | | | | | |
| Operating income | FY2024 | 15 | 4 | 11 | 3 | 34 | | 42 | 82% | |
| | FY2023 | 27 | 13 | 19 | 20 | 80 | | 80 | | |
| | YoY% | (44.5%) | (65.7%) | (40.3%) | (84.8%) | (57.2%) | | (47.5%) | | |
| <profit ratio> | FY2024 | 2.1% | 0.6% | 1.6% | 0.5% | 1.2% | | 1.5% | | |
| | FY2023 | 3.8% | 1.9% | 2.8% | 3.0% | 2.9% | | 2.9% | | |
| | YoY% | | | | | | | | | |
| Manufacturing | FY2024 | 11 | 2 | 6 | (1) | 18 | | 60 | | |
| | FY2023 | 23 | 9 | 15 | 12 | 60 | | 60 | | |
| | YoY% | | | | | | | | | |
| Trading | FY2024 | 4 | 1 | 4 | 4 | 15 | | 19 | | |
| | FY2023 | 4 | 3 | 3 | 8 | 19 | | 19 | | |
| | YoY% | | | | | | | | | |

* Each profit measure for Trading includes the effect of eliminations, but certain eliminations for FY2023 have been reclassified to Manufacturing

Acquisition of Asahi Kasei Pharma's Diagnostics Operations
Scheduled to take effect in July 2025



Started on-site exchanges and other activities in preparation for joining the group
Aim for gross profit of ¥4 billion around 2030

This slide covers the Life & Healthcare segment.

Nagase Viita's exports of functional materials for cosmetic products performed poorly in China, which is the end consumer market. In addition, orders received by Prinova Group's nutrition business fell far short of plan, and the Prinova Group posted a bad debt reserve, resulting in a substantial profit decrease of JPY4.5 billion.

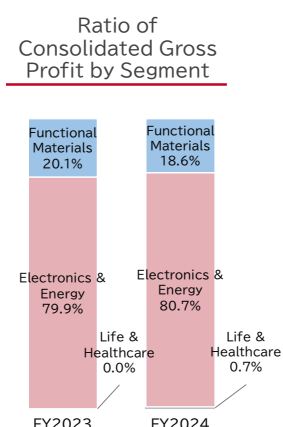
In addition to rebuilding the Prinova and Nagase Viita businesses, we aim to expand our biotech business by bringing Asahi Kasei Pharma's diagnostics business and others into the Group and launching ergothioneine, which we have developed in-house.

Overview of Major Manufacturing Subsidiaries: Nagase ChemteX

- ▶ Gross profits increased primarily for the following reasons
 - Sales of formulated epoxy resins increased due to strong sales for semiconductors for AI server
 - Sales decreased for photolithography materials for use in displays
- ▶ Operating income increased due to improved gross profit, despite an increase in general and administrative expenses such as personnel costs and amortization costs associated with the replacement of the core system

| Quarterly results | | | | | | | 100 millions of yen | |
|-------------------|--------|-------|---------|--------|--------|-------|---------------------|-----------------|
| | | 1Q | 2Q | 3Q | 4Q | YTD | FY2024 forecast | Achiev ement |
| Sales | FY2024 | 66 | 64 | 66 | 61 | 258 | 259 | 100% |
| | FY2023 | 57 | 65 | 66 | 62 | 251 | 251 | |
| | YoY% | 15.2% | (0.4%) | (1.0%) | (1.6%) | 2.7% | 3.2% | |
| Gross profit | FY2024 | 20 | 20 | 22 | 21 | 84 | 85 | 99% |
| | FY2023 | 17 | 19 | 21 | 17 | 75 | 75 | |
| | YoY% | 20.4% | 3.3% | 5.1% | 21.3% | 11.8% | 13.1% | |
| <profit ratio> | FY2024 | 31.6% | 31.5% | 33.9% | 34.4% | 32.8% | 33.0% | |
| | FY2023 | 30.2% | 30.3% | 32.0% | 27.9% | 30.1% | 30.1% | |
| | | | | | | | | |
| Operating income | FY2024 | 7 | 6 | 7 | 5 | 27 | 28 | 97% |
| | FY2023 | 5 | 7 | 8 | 0 | 22 | 22 | |
| | YoY% | 43.8% | (22.9%) | (5.5%) | 496.5% | 21.7% | 25.7% | |
| <profit ratio> | FY2024 | 11.5% | 9.4% | 12.0% | 9.6% | 10.6% | 10.9% | |
| | FY2023 | 9.2% | 12.2% | 12.6% | 1.6% | 9.0% | 9.0% | |
| | | | | | | | | |

* The sales functions of Nagase ChemteX are handled by our company and its sales subsidiaries, and profits from Nagase ChemteX's business are also recognized under the trading business



With this slide, I would like to explain the performance of our three main manufacturing subsidiaries.

The first is Nagase Chemtex.

Sales of modified epoxy resins for AI servers remained strong. The development of next-generation sheet materials is also progressing as planned.

Exports of Denacol to the US for 3D printing are also recovering. On the other hand, as I mentioned earlier, in the chemicals business, we have been supplying photolithography materials onsite at Sakai Display Products Corporation, but we stopped operations at the end of August 2024 due to our customer's withdrawal from the business. As a result, sales and gross profit have decreased. There will be no additional costs or losses as a result of the withdrawal.

In the chemicals business, the Company will shift its focus to semiconductor applications based on the technology it has developed in the LCD business.

Nagase ChemteX recorded a total increase of JPY0.4 billion.

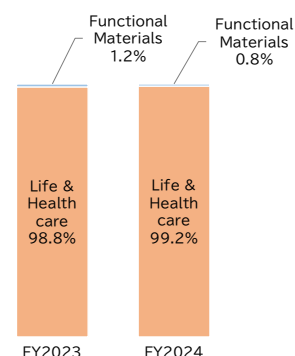
Overview of Major Manufacturing Subsidiaries: Nagase Viita

- ▶ Gross profits increased primarily for the following reasons
 - Sales of food ingredients increased, mainly in Japan
 - Sales of cosmetic materials declined due to lower demand in China, the end market
- ▶ Operating income decreased, despite higher gross profits, due to increases in personnel expenses and other general and administrative expenses

100 millions of yen

| Quarterly results | | 1Q | 2Q | 3Q | 4Q | YTD | FY2024 forecast | Achiev ement |
|---|--------|---------|-------|--------|---------|--------|--------------------|-----------------|
| | | | | | | | FY2023 Actual | |
| Sales | FY2024 | 86 | 87 | 92 | 83 | 350 | 356 | 98% |
| | FY2023 | 89 | 80 | 89 | 84 | 344 | 344 | |
| | YoY% | (3.4%) | 9.0% | 4.0% | (1.9%) | 1.8% | 3.7% | |
| Gross profit | FY2024 | 33 | 32 | 34 | 30 | 129 | 135 | 96% |
| | FY2023 | 34 | 28 | 32 | 30 | 126 | 126 | |
| | YoY% | (3.8%) | 13.9% | 4.6% | (2.7%) | 2.6% | 7.2% | |
| <profit ratio> | FY2024 | 38.2% | 36.9% | 36.8% | 36.1% | 37.0% | 38.0% | |
| | FY2023 | 38.4% | 35.3% | 36.6% | 36.4% | 36.7% | 36.7% | |
| | YoY% | (19.9%) | 20.5% | (2.1%) | (1.2%) | (3.1%) | 1.6% | |
| Operating income | FY2024 | 13 | 12 | 13 | 11 | 50 | 52 | 95% |
| | FY2023 | 16 | 10 | 14 | 11 | 52 | 52 | |
| | YoY% | (19.9%) | 20.5% | (2.1%) | (1.2%) | (3.1%) | 1.6% | |
| <profit ratio> | FY2024 | 15.3% | 14.0% | 14.8% | 13.5% | 14.4% | 14.8% | |
| | FY2023 | 18.4% | 12.7% | 15.7% | 13.4% | 15.1% | 15.1% | |
| | YoY% | 0.0% | 0.0% | 0.0% | (13.5%) | (3.4%) | (3.4%) | |
| Amortisation of goodwill, etc. | FY2024 | 7 | 7 | 7 | 6 | 29 | 29 | |
| | FY2023 | 7 | 7 | 7 | 7 | 30 | 30 | |
| | YoY% | 0.0% | 0.0% | 0.0% | (13.5%) | (3.4%) | (3.4%) | |
| Operating income after amortised expenses | FY2024 | 5 | 4 | 6 | 4 | 20 | 23 | 89% |
| | FY2023 | 8 | 2 | 6 | 3 | 21 | 21 | |
| | YoY% | (37.2%) | 84.5% | (4.5%) | 24.7% | (2.8%) | 8.7% | |

Ratio of Consolidated Gross Profit by Segment



* The sales functions of Nagase Viita are handled by our company and its sales subsidiaries, and profits from Nagase Viita's business are also recognized under the trading business

This slide covers Nagase Viita.

The food business and the enzyme business increased profit mainly in Japan. On the other hand, the cosmetics business saw a decrease in profit, as explained under the Life & Healthcare segment. The Company-wide profit decreased by JPY100 million.

Overview of Major Manufacturing Subsidiaries: Prinova Group

- ▶ Gross profits increased primarily for the following reasons
 - Food ingredient sales saw an increase in volume and an improvement in gross profit margin
- ▶ Operating income decreased due to allowance of approx. ¥1.3 billion for doubtful accounts, which was recorded in the second quarter due to arising from concerns over receivables collection from specific customers in the manufacturing business, along with higher personnel and other general and administrative expenses, despite an increase in gross profit

| Quarterly results | | | | | | | 100 millions of yen | | Ratio of Consolidated Gross Profit by Segment |
|---|--------|---------|---------|---------|---------|---------|---------------------|-------------|--|
| | | 1Q | 2Q | 3Q | 4Q | YTD | FY2024 forecast | Achievement | |
| Sales | FY2024 | 504 | 537 | 488 | 466 | 1,996 | 1,964 | 102% | <div>Life & Healthcare</div> <div>100.0%</div> <div>FY2023</div> |
| | FY2023 | 516 | 473 | 476 | 472 | 1,937 | 1,937 | | |
| | YoY% | (2.2%) | 13.5% | 2.7% | (1.3%) | 3.0% | 1.4% | | |
| Gross profit | FY2024 | 99 | 100 | 92 | 83 | 375 | 376 | 100% | <div>Life & Healthcare</div> <div>100.0%</div> <div>FY2024</div> |
| | FY2023 | 87 | 82 | 95 | 96 | 361 | 361 | | |
| | YoY% | 14.0% | 21.9% | (2.6%) | (13.5%) | 4.1% | 4.2% | | |
| <profit ratio> | FY2024 | 19.7% | 18.7% | 19.0% | 17.8% | 18.8% | 19.2% | | |
| | FY2023 | 16.9% | 17.4% | 20.0% | 20.3% | 18.6% | 18.6% | | |
| Operating income | FY2024 | 13 | 0 | 10 | 1 | 25 | 32 | 79% | |
| | FY2023 | 19 | 13 | 14 | 15 | 63 | 63 | | |
| | YoY% | (31.7%) | (96.7%) | (30.7%) | (89.2%) | (59.1%) | (48.1%) | | |
| <profit ratio> | FY2024 | 2.7% | 0.1% | 2.1% | 0.4% | 1.3% | 1.7% | | |
| | FY2023 | 3.8% | 2.8% | 3.1% | 3.3% | 3.3% | 3.3% | | |
| Amortisation of goodwill, etc. | FY2024 | 6 | 7 | 6 | 6 | 27 | 27 | | <div>Life & Healthcare</div> <div>100.0%</div> <div>FY2023</div> |
| | FY2023 | 6 | 6 | 6 | 6 | 25 | 25 | | |
| | YoY% | 12.2% | 13.5% | 3.4% | 3.0% | 7.8% | 5.2% | | |
| Operating income after amortised expenses | FY2024 | 6 | (6) | 3 | (5) | (1) | 5 | - | |
| | FY2023 | 13 | 6 | 8 | 8 | 37 | 37 | | |
| | YoY% | (51.3%) | - | (57.9%) | - | - | (84.8%) | | |

* FY2023 results did not include the impact of profit or loss due to eliminations other than amortization of goodwill, etc.; we changed the figures to include these factors from the perspective of appropriate performance disclosure

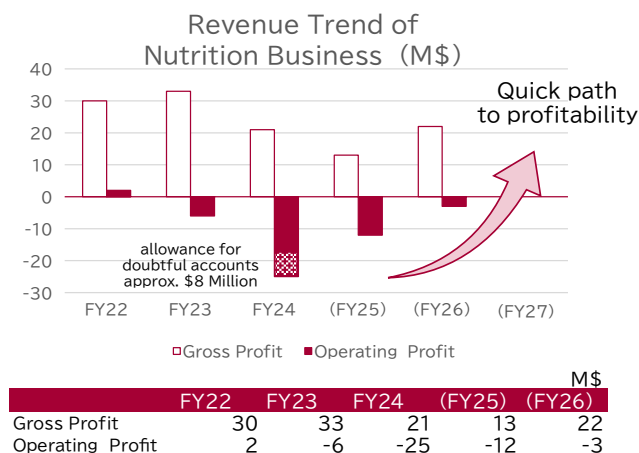
This slide covers the Prinova Group.

The food ingredients sales business recorded an increase in profit due to an increase in sales volume, as the market decline from last year bottomed out. On the other hand, the Nutrition business saw a significant decrease in profit due to many new industry entrants, orders falling short of plan because development and sales could not keep up, and the booking of a JPY1.3 billion bad debt reserve. Total profit decreased by JPY3.7 billion.

TOPICS: Turnaround of Prinova Nutrition*

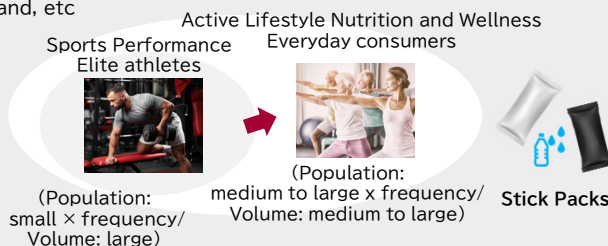
- ▶ Cost reduction through efficiency improvements and top-line growth to drive early profitability in the Nutrition business (Utah and Tennessee factories)
- ▶ Recover Operating Profit of Prinova Group to a growth trajectory and reaccelerate profit contribution

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



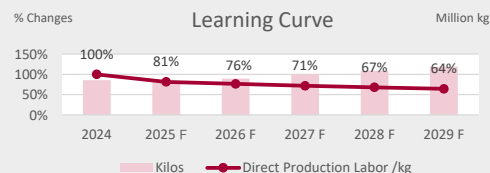
Top Line Growth

- 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



Delivering next.

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I would like to provide some additional explanations behind the Prinova Group's nutrition business, which made a loss. Since commencing operations in 2022, the Utah plant has not reached its target level of utilization, resulting in an overall loss for the business. We consider it one of the most important challenges of the NAGASE Group and our company to return to profitability by FY2027, and we are focusing our resources on this goal.

Executive Vice President Masaya Ikemoto will transfer to the US to spend his time exclusively with the Prinova Group and take the lead on this project. In addition, we will move forward under a new structure, which includes the appointment of a new CEO.

Firstly, as a cost reduction activity, we will curb fixed and variable costs by improving productivity and promoting efficiency in each process, through the full-scale operation of automated facilities introduced in FY2024 and the advancement of process control. In addition, to expand the top line, we will revitalize the sales organization under a strict project management approach. In addition to sports nutrition for professional athletes, we will continue to expand our product lineup and sales of health and wellness nutrition for amateurs. We also intend to respond to customer needs by adding stick packs to our packaging formats.

Consolidated Balance Sheets

- Non-current liabilities increased due to the procurement of long-term interest-bearing debt in light of rising interest rates over the medium term

100 millions of yen

| | 2024/03 | 2025/03 | Change | Details |
|-----------------------------------|--------------|--------------|------------|-------------------------------|
| Total Current Assets | 5,424 | 5,601 | 176 | |
| (Cash&deposits) | 594 | 663 | 68 | |
| (Trade account receivable) | 3,211 | 3,112 | (98) | |
| (Inventories) | 1,479 | 1,662 | 182 | |
| Total non-current assets | 2,498 | 2,480 | (18) | |
| (Investments in security) | 762 | 720 | (41) | |
| Total assets | 7,923 | 8,081 | 158 | |
| Current Liab. | 3,026 | 2,695 | (330) | CP -175 |
| (Trade account payable) | 1,563 | 1,512 | (50) | Current Portion of Bonds -100 |
| Non-current Liab. | 883 | 1,321 | 437 | Non-Current Loan Pay +259 |
| | | | | Bonds Payable+200 |
| Total Liab. | 3,910 | 4,016 | 106 | |
| Shareholders' equity | 3,128 | 3,117 | (11) | |
| Accum. Other Comprehensive Income | 812 | 873 | 61 | |
| Non-controlling interest | 72 | 74 | 1 | |
| Total net assets | 4,013 | 4,064 | 51 | |
| Working capital | 3,127 | 3,262 | 134 | |
| Shareholders' equity ratio | 49.7% | 49.4% | (0.3ppt) | |
| Interest-bearing debt | 1,669 | 1,753 | 84 | |
| NET D/E ratio | 0.27 | 0.27 | 0.00 | |

This slide shows our consolidated balance sheet.
I think it is self-explanatory.

Consolidated Cash Flows

► Operating cash flow amounted to ¥36.3 billion, primarily due to an increase in net income from strong business performance

| | 100 millions of yen | |
|--|---------------------|--------|
| | FY2023 | FY2024 |
| Operating CF | 729 | 363 |
| (Income before income taxes) | 326 | 381 |
| (Depreciation and amortization) | 166 | 180 |
| (Change in working capital) | 330 | (82) |
| (Other) | (94) | (116) |
| Investing CF | (116) | (116) |
| (Fixed asset investment) | (188) | (161) |
| (Other) | 72 | 45 |
| Free CF | 613 | 247 |
| Financing CF | (480) | (182) |
| (Share buybacks) | (80) | (170) |
| (Dividends paid) | (98) | (100) |
| (Change in loans and bonds) | (234) | 96 |
| (Other) | (66) | (8) |
| Effects of exchange rate | 55 | 2 |
| Net increase / decrease in cash and cash equivalents | 188 | 67 |

This is our consolidated cash flow statement.
This is also self-explanatory.

FY2025 Earnings Projection

- ▶ Record-high profits expected at all profit measures
- ▶ Semiconductor-related businesses likely to perform well, driven by a moderate recovery in market conditions and higher demand for AI server semiconductors
- ▶ Resin sales shift to more profitable products as demand remained flat generally
- ▶ Food-related businesses likely to see narrower loss in the Prinova Group nutrition business and recovery in Nagase Viita cosmetics materials
- ▶ Selling, general and administrative expenses increased overall due to higher retirement benefit expenses resulting from the amortization of actuarial differences, as well as business expansion
(retirement benefit actuarial differences: Approximately ¥3.5 billion gain in fiscal 2024 and approximately ¥0.3 billion loss in fiscal 2025)

| | FY2024 Actual | FY2025 Forecast | Change | Vs.PY |
|---|------------------|--------------------|--------|------------|
| Sales | 9,449 | 9,550 | 100 | 101% |
| Gross profit | 1,732 | 1,810 | 77 | 104% |
| <GP ratio> | 18.3% | 19.0% | 0.6ppt | - |
| SG&A expenses | 1,342 | 1,415 | 72 | 105% |
| Operating income | 390 | 395 | 4 | 101% |
| <OP ratio> | 4.1% | 4.1% | 0.0ppt | - |
| (excluding the effect of actuarial gains and losses) | 355 | 398 | 43 | 112% |
| Ordinary income | 383 | 385 | 1 | 100% |
| Profit attributable to owners of the parent | 255 | 315 | 59 | 123% |
| US\$ Exchange rate (period average) | @ 152.6 | @ 143.0 | @ 9.6 | Strong yen |
| RMB Exchange rate (period average) | @ 21.1 | @ 19.0 | @ 2.1 | Strong yen |

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

I would like to move on to our full-year forecasts for the new fiscal year, FY2025.

For FY2025, we forecast net sales of JPY955 billion, 101% of the previous year's level, and gross profit of JPY181 billion, 104% of the previous year's level. Gross profit margin is projected to improve by 0.6%. Operating income is expected to be JPY39.5 billion, 101% of the previous year's level, and net income JPY31.5 billion, 123% of the previous year's level, which would be a record high.

As for the exchange rates that we use as the basis for our forecasts, we assume the yen will appreciate by 6.3% against the US dollar and 9.6% against the RMB yuan. We expect to see a major impact from a stronger yen, but we plan to make changes that ensure we can generate profit growth.

As I mentioned earlier, we have also shown operating income excluding the effect of actuarial gains and losses.

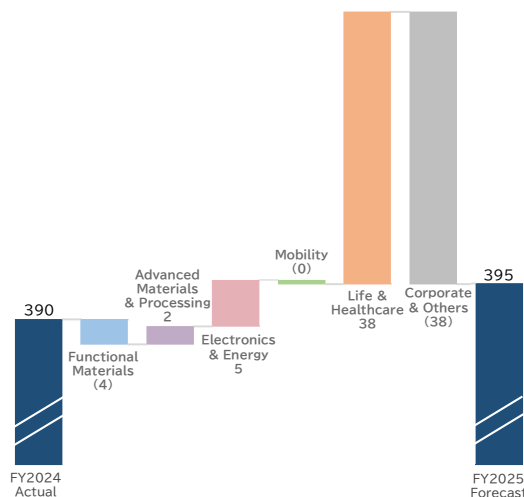
FY2025 Earnings Projection By segment

- ▶ Gross profit to increase in Functional Materials due to higher sales of raw materials for coating materials and semiconductor materials, while higher general and administrative expenses to reduce operating income
- ▶ Advanced Materials & Processing expects higher profit as resin sales remain mostly flat while profitability improves
- ▶ Electronics & Energy expects to post higher profit, supported by strong semiconductor material sales and solid performance in Nagase ChemteX formulated epoxy resins for AI server semiconductors
- ▶ Mobility expects to post flat profits due to sluggish automobile production growth and the impact of a stronger yen
- ▶ Life & Healthcare expects higher profits due to strong performance in the manufacturing business and the allowance for doubtful accounts (¥1.3 billion) recorded in the previous fiscal year in the Prinova Group

| | | 100 millions of yen | | | |
|---------------------------------|------------------|---------------------|-----------------|----------|-------|
| | | FY2024 Actual | FY2025 Forecast | Change | Vs.PY |
| Functional Materials | Sales | 1,537 | 1,570 | 32 | 102% |
| | Gross profit | 325 | 328 | 2 | 101% |
| | <profit ratio> | 21.1% | 20.9% | (0.3ppt) | — |
| | Operating income | 92 | 88 | (4) | 96% |
| Advanced Materials & Processing | <profit ratio> | 6.0% | 5.6% | (0.4ppt) | — |
| | Sales | 2,106 | 2,110 | 3 | 100% |
| | Gross profit | 261 | 270 | 8 | 103% |
| | <profit ratio> | 12.4% | 12.8% | 0.4ppt | — |
| Electronics & Energy | Operating income | 66 | 69 | 2 | 103% |
| | <profit ratio> | 3.2% | 3.3% | 0.1ppt | — |
| | Sales | 1,613 | 1,670 | 56 | 104% |
| | Gross profit | 400 | 434 | 33 | 108% |
| Mobility | <profit ratio> | 24.8% | 26.0% | 1.2ppt | — |
| | Operating income | 123 | 129 | 5 | 105% |
| | <profit ratio> | 7.6% | 7.7% | 0.1ppt | — |
| | Sales | 1,320 | 1,300 | (20) | 98% |
| Life & Healthcare | Gross profit | 165 | 164 | (1) | 99% |
| | <profit ratio> | 12.5% | 12.6% | 0.1ppt | — |
| | Operating income | 42 | 42 | (0) | 99% |
| | <profit ratio> | 3.2% | 3.2% | 0.0ppt | — |
| Corporate & Others | Sales | 2,870 | 2,899 | 28 | 101% |
| | Gross profit | 580 | 612 | 31 | 105% |
| | <profit ratio> | 20.2% | 21.1% | 0.9ppt | — |
| | Operating income | 34 | 73 | 38 | 213% |
| Total | <profit ratio> | 1.2% | 2.5% | 1.3ppt | — |
| | Sales | 1 | 1 | (0) | 99% |
| | Gross profit | (0) | 2 | 2 | — |
| | Operating income | 32 | (6) | (38) | — |
| | <profit ratio> | 9.44% | 9.55% | 100 | 101% |
| | Sales | 1,732 | 1,810 | 77 | 104% |
| | Gross profit | 18.3% | 19.0% | 0.6ppt | — |
| | Operating income | 390 | 395 | 4 | 101% |
| | <profit ratio> | 4.1% | 4.1% | 0.0ppt | — |

*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

Operating income Forecast by segment Change (billion yen)



These are our earnings forecasts for each segment.

Although we expect the strong yen and the US and China to have a significant impact, we expect sales to increase in all segments except mobility.

We expect the gross profit margin in the Functional Materials segment to fall by 0.3 percentage points, but this decrease would be on the back of a one-time gain of approximately JPY500 million after the return of taxes in the US was booked in Q1 FY2024.

In the Electronics & Energy segment, sales of modified epoxy resins are expected to remain strong.

In the Life & Healthcare segment, we forecast an increase of JPY3.8 billion, based on the expected recovery in earnings of Nagase Viita and Prinova Group, both of which reported a decrease in earnings in FY2024.

FY2025 Earnings Projections by Major Manufacturing Subsidiaries

- ▶ Nagase ChemteX: Higher gross profit due to continued strong sales of modified epoxy resins for AI server semiconductors, following previous year performance. Operating income to increase due to improved gross profit
- ▶ Nagase Viita: Higher gross profit due to strong sales of food ingredients and cosmetic materials
Operating income to increase due to improved gross profit and a decrease in amortization of goodwill and other intangible assets (increase of approximately 1.1 billion yen due to the partial completion of amortization of intangible assets).
- ▶ Prinova Group: Higher gross profit, mainly due to recovery in the nutrition business
Operating income is expected to increase, partly due to the absence of the ¥1.3 billion allowance for doubtful accounts recorded in the previous fiscal year

| | | 100 millions of yen | | | |
|-------------------------------|---|---------------------|--------------------|--------|-------|
| | | FY2024 Actual | FY2025 Forecast | Change | Vs.PY |
| Nagase ChemteX Corporation | Sales | 258 | 292 | 34 | 113% |
| | Gross profit | 84 | 103 | 18 | 122% |
| | <profit ratio> | 32.8% | 35.3% | 2.4ppt | — |
| | Operating income | 27 | 36 | 9 | 133% |
| | <profit ratio> | 10.6% | 12.5% | 1.9ppt | — |
| Nagase Viita Co., Ltd. | Sales | 350 | 365 | 15 | 104% |
| | Gross profit | 129 | 141 | 12 | 109% |
| | <profit ratio> | 37.0% | 38.8% | 1.8ppt | — |
| | Operating income | 50 | 53 | 2 | 105% |
| | <profit ratio> | 14.4% | 14.5% | 0.1ppt | — |
| | Goodwill amortization etc. | 29 | 18 | (11) | 62% |
| | Operating income after amortization burden | 20 | 34 | 14 | 168% |
| Prinova Group | Sales | 1,996 | 1,997 | 1 | 100% |
| | Gross profit | 295 | 320 | 24 | 108% |
| | <profit ratio> | 14.8% | 16.0% | 1.2ppt | — |
| | Operating income | 25 | 49 | 23 | 190% |
| | <profit ratio> | 1.3% | 2.5% | 1.2ppt | — |
| | Goodwill amortization etc. | 27 | 26 | (1) | 94% |
| | Operating income after amortization burden | (1) | 22 | 24 | — |

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

These are our earnings forecasts for the main manufacturing subsidiaries.

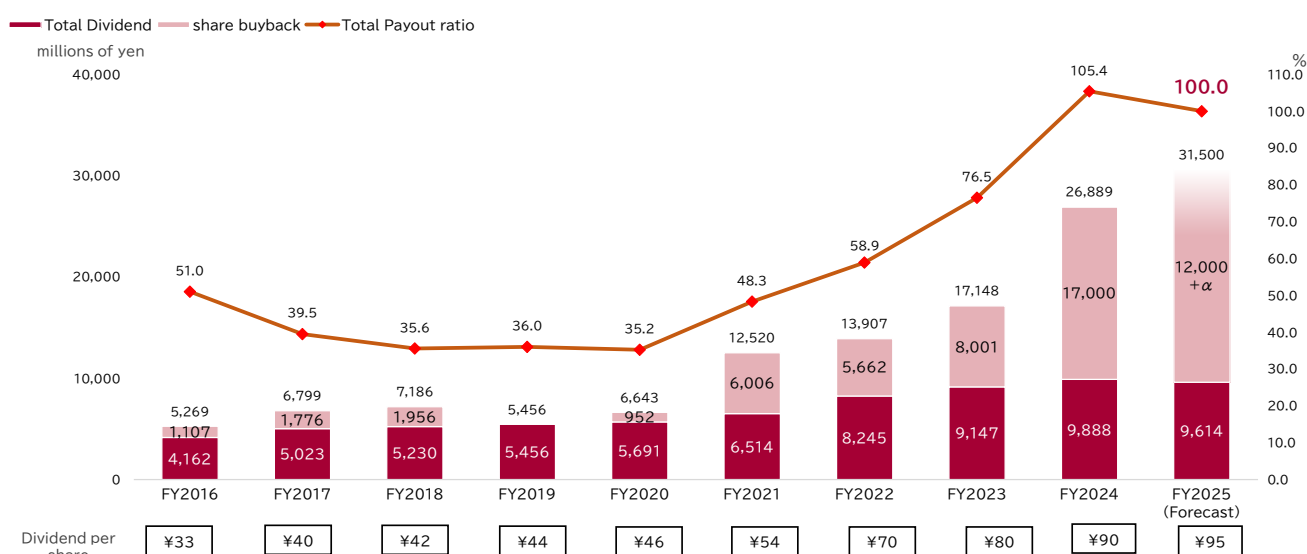
First, Nagase ChemteX expects sales of modified epoxy resins for semiconductors used in AI servers to remain strong. We also expect a moderate recovery in sheet materials for smartphones. We plan to expand our production capacity for molding compound for cutting-edge semiconductors, to four times that of FY2023.

At Nagase Viita, we are seeing a recovery in the cosmetics business as domestic users are adopting our materials for their new products. The food business is also expected to do well both in Japan and overseas. Partial depreciation of assets, incurred at the time of the acquisition, was completed last fiscal year, and this is expected to boost annual profits by JPY1.1 billion.

This slide covers the Prinova Group. Profits from the food ingredients sales business are expected to decrease due to the appreciation of the yen. On the other hand, the Nutrition business is expected to increase its overall operating profit by JPY2.3 billion due to efficiency and rationalization through structural reforms.

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 **100% total return ratio** policy in fiscal 2025, continuing from fiscal 2024
- ▶ We resolved to repurchase ¥12 billion of treasury stock in May 2025 based on the above policy (scheduled for May to October 2025)
*Additional returns after November are to be resolved separately



* FY2024 year-end dividend to be submitted for approval to the 110th general meeting of shareholders scheduled for June 2025.

This slide provides an update on shareholder returns.

There are no changes in our shareholder returns policy.

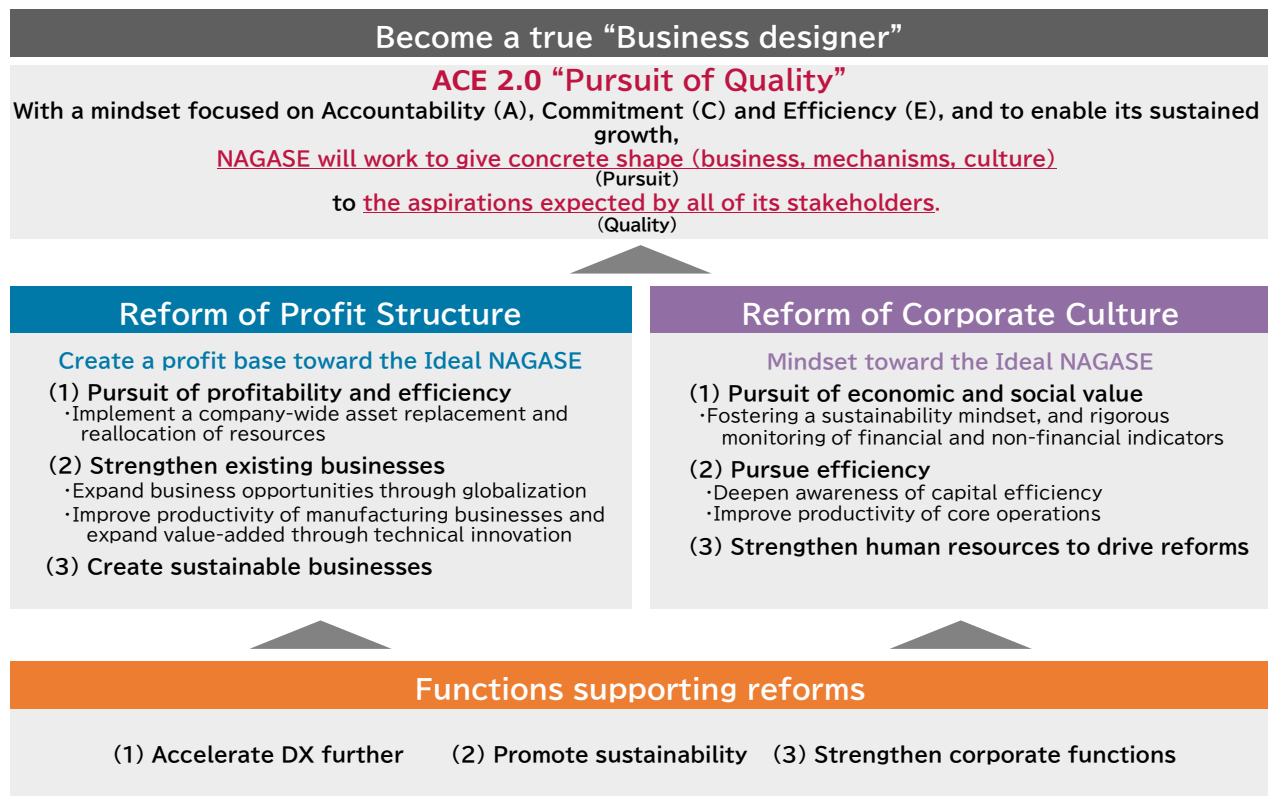
We are committed to a 100% total returns ratio for the limited two-year period of FY2024 and FY2025. In FY2024, the total returns ratio was 105%. The Board of Directors decided yesterday to execute a share buyback of JPY12.0 billion for this fiscal year.

The Company plans to increase the dividend per share by JPY5 to an annual dividend of JPY95 per share, consisting of an interim dividend of JPY45 per share and a year-end dividend of JPY50 per share. Dividends are expected to increase for the 16th consecutive fiscal year.

Medium-Term Management Plan **ACE 2.0**

| | |
|--|--------|
| ■ ACE 2.0 Basic Policies | P28~29 |
| ■ FY2024 QUICK WIN Status | P30 |
| ■ KGI Outlook for Medium-Term Management Plan ACE 2.0 | P31 |
| ■ Growth Strategies for the Future | P32 |
| ■ Efforts in the Food Area | P33 |
| ■ Efforts in the Semiconductor Area | P34 |
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| ■ Pursuit of Profitability and Efficiency - Shareholder Returns | P40 |
| ■ Pursuit of Profitability and Efficiency - Indicators | P41 |
| ■ Pursue Sustainability - Progress in Corporate Projects | P42 |

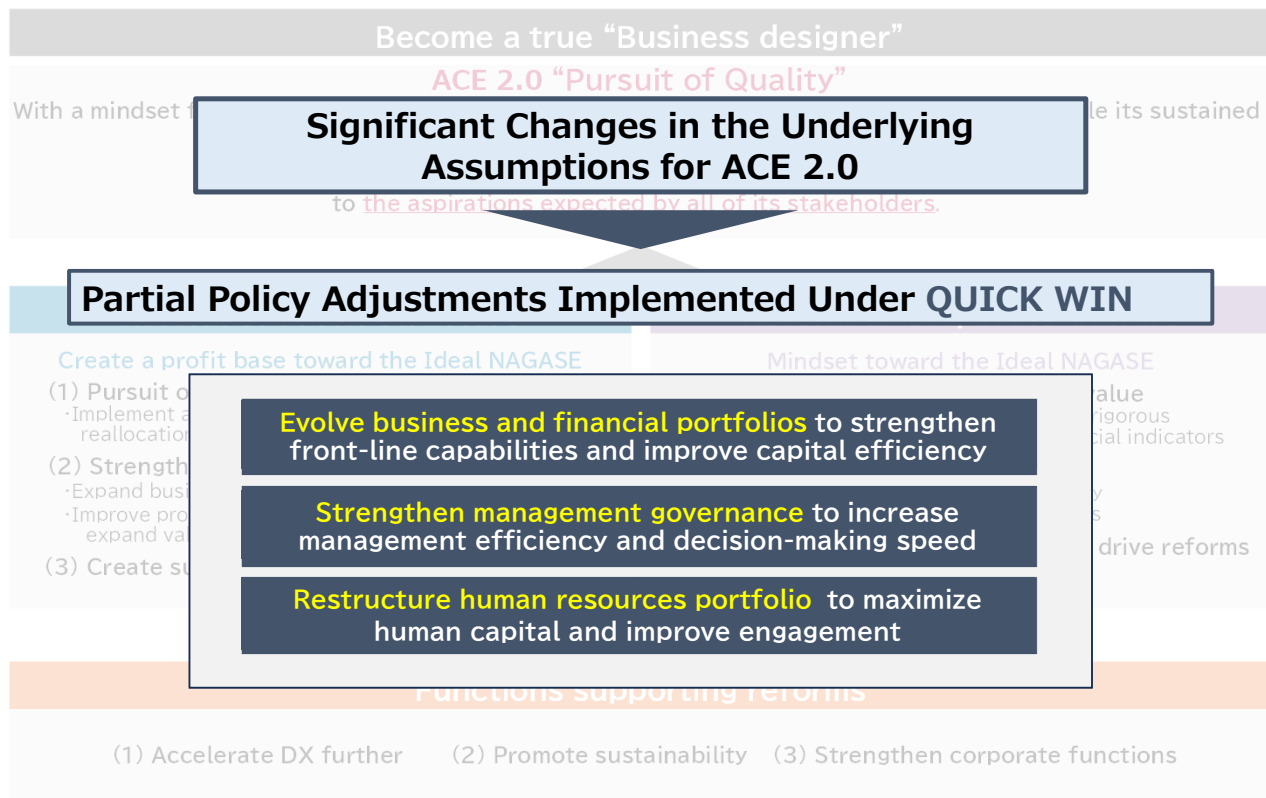
ACE 2.0 Basic Policies



I would now like to explain the progress of our mid-term management plan **ACE 2.0**.

First of all, I will provide a recap of our underlying policies.

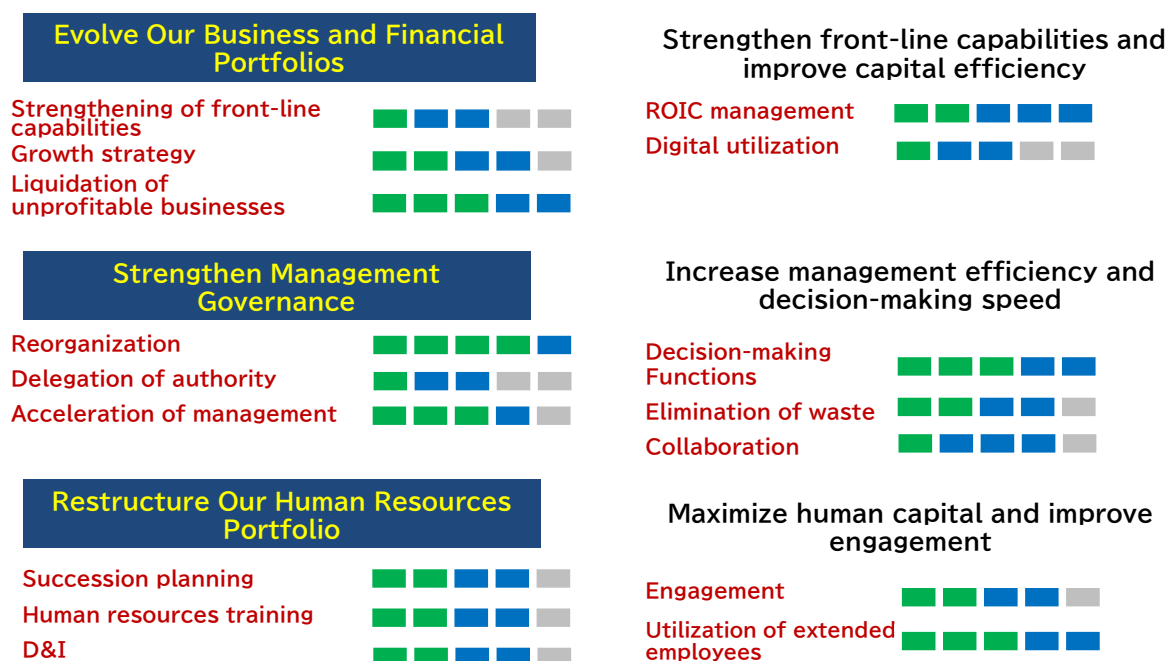
ACE 2.0 Basic Policies



Since my appointment as president in 2023, we have formulated and implemented the QUICK WIN as shown here, while maintaining the underlying policy of **ACE 2.0**, which is to respond to changes in the external environment.

We have been pursuing three key initiatives, which are developing our business and financial portfolios, strengthening management governance, and restructuring our human resources portfolio.

FY2024 QUICK WIN Status -Laying the Groundwork for Change-



Here are the details of each of the three initiatives. The colored indicators show the progress of each initiative, with green representing implementation in FY2023 and blue representing implementation in FY2024.

Regarding the development of our business and financial portfolio, we have been aiming to achieve an ROIC-based management approach and to dispose of unprofitable businesses. Overall, we have been able to implement these initiatives. We have also made investments in line with our growth strategy, but I will explain the specific details of the investments later.

To strengthen management governance, we are integrating the Chemical Group companies; Nagase Viita's Fujita plant, Fukui Yamada Kagaku, and Nagase ChemteX. In addition, the Company has been reviewing its decision-making structure and speeding up management by changing regular meeting groups, revising proposal approval rules, and delegating authority.

In the restructuring of our human resources portfolio, we have implemented measures from a local perspective by shifting responsibility from corporate to each division manager, with the aim of improving engagement and human resources development.

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 |

This year, FY2025, will be the final year of **ACE 2.0**.

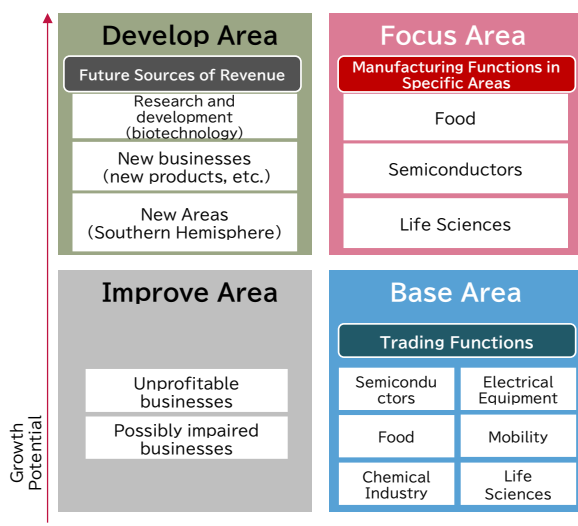
We expect to achieve the operating income and ROE KGIs included in **ACE 2.0**.

We will continue to expand profitability and improve our capital efficiency, aiming to achieve a P/B ratio of 1x as soon as possible.

Growth Strategies for the Future

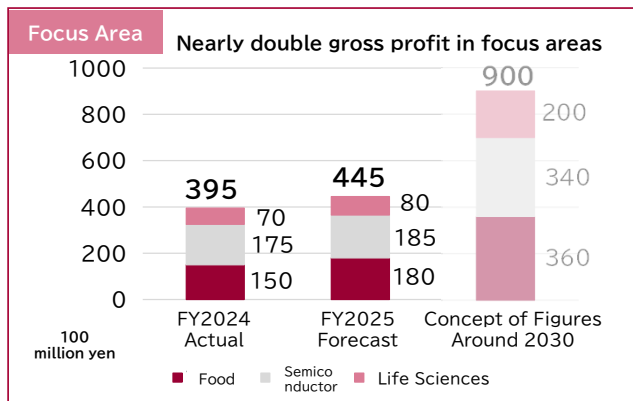
Make proactive investments in Focus Area of manufacturing (across the three areas of food, semiconductors, and life sciences) to expand profit scale and profit margin over the medium to long term

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



Base Area Obtain cash and high-value-added information to enhance Focus and Develop Areas

Develop Area Take on new challenges in areas that will become future sources of revenue



Improve Area Narrowing losses

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

This is NAGASE's growth strategy for the future, which we announced last year.

In particular, we have defined manufacturing functions in the three focus areas of the Food, Semiconductor, and Life Science, and we intend to aggressively invest resources to expand earnings and double gross profit by around 2030, compared to FY2024.

The breakdown is as follows: JPY36 billion in the Food business, JPY34 billion in Semiconductors, and JPY20 billion in Life Sciences. Furthermore, regarding the JPY80 billion investment amount listed here, concrete plans have already been finalized through discussions for approximately JPY64 billion in focused areas and approximately JPY17 billion in development areas.

Efforts in the Food Area

Driving Food Business Expansion through the Acquisition of Aprinova
- Enhancing Regional Reach in the Global South -



About Aplinova

Location : São Paulo in Brazil
Business : Premixes, flavors, colorants, and overview powdered oils – sales and contract manufacturing for food applications
Facilities : Office, Factory, Logistics Center
Employees : 79



Deal Structure

✓ Full Acquisition by Prinova



Purpose of Acquisition

- ✓ Strengthening the South American market as part of global expansion
- ✓ Expand customer channels with Aplinova's customer base of over 1,000 companies
- ✓ Expand sales channels for amino acids, vitamins and other products of the Prinova Group

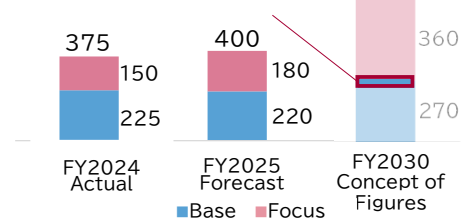


Performance Target

- ✓ Aiming to achieve approximately JPY 2.0 billion in gross profit by FY2030

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

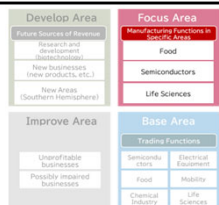
This slide covers our initiatives in the Food area.

The NAGASE Group has adopted a group-wide strategy to expand its scope to include the Global South. As one of the ways to achieve this goal, we decided in April to acquire Aplinova, a food ingredients trading company in Brazil, one of the Global South markets. Through this acquisition, we aim to expand the scale of our business by approximately JPY2 billion in gross profit by 2030.

With this acquisition, we will acquire a customer network base of more than 1,000 companies in Brazil. We would like to strengthen cooperation with the existing NAGASE do Brasil operation and expand synergy-based business.

Efforts in the Semiconductor Area

Acquisition of High-Purity Semiconductor Chemicals Business in Asia



About the Target Business

Location : China, Korea, Taiwan, Japan
Business overview : Recovery and regeneration of TMAH* and purification of various chemicals, Development of next-generation process chemicals
Facilities : Factories
Employees : around 130
* Tetramethylammonium hydroxide Developer used in the manufacturing process of semiconductors and flat panel displays



Deal Structure

✓ Acquisition of 4 group companies in China, South Korea, and Japan, full ownership of SN Tech (currently 40% owned by the NAGASE Group), and acquisition of a Taiwan branch



Purpose of Acquisition

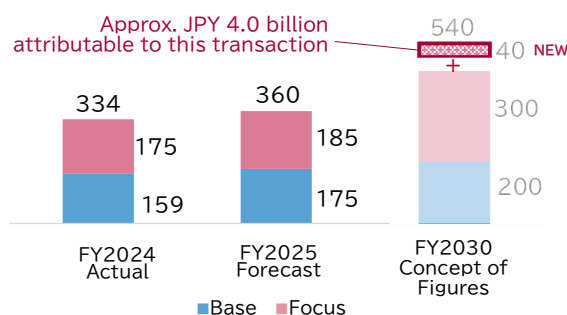
- ✓ Acquire technology to meet the environmental needs of semiconductor manufacturing processes
- ✓ Acquire missing parts in growth markets and integrate them with the Group's technology
- ✓ Develop and deploy new product lines for next-generation semiconductor front-end



Performance Target

- ✓ Aiming to achieve approximately JPY 4.0 billion in gross profit by FY2030

NAGASE:Semiconductor Gross profit (100 million Yen)



This slide covers our initiatives in the Semiconductor area.

We announced the acquisition of SACHEM Inc.'s Asian operations in March 2025. SN Tech Corporation, a joint venture with SACHEM, has been engaged in the recovery and recycling of display chemicals in Japan for some time.

With this acquisition, SACHEM's high-purity chemicals business for semiconductor applications in Japan, China, Korea, and Taiwan, as well as 100% of SN Tech, will become part of the Group. The goal is to apply the technology developed for displays and the achievements in this area to the recovery and regeneration of semiconductor developing solutions.

Through this acquisition, we aim to expand the scale of our business by approximately JPY4 billion in gross profit terms by 2030.

Efforts in the Life Science Area

Acquired Asahi Kasei Pharma's diagnostics and other businesses

- Synergies in enzyme manufacturing, sales network expansion, and R&D -



About the Target Business

Location : Shizuoka, Japan

Business : the development, manufacture and sale of
overview diagnostic reagents and enzymes for
diagnostic reagents

Facilities : Ohito Pharmaceuticals Plant and Ohito
office

Employees : 205



Expertise, equipment, and
strong market presence



Deal Structure

- ✓ Acquisition of all shares in a newly established company created through a company split of the target business by Asahi Kasei Pharma Corporation

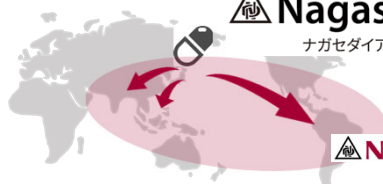


New Company Name for Launch on July 1, 2025



Nagase Diagnostics

ナガセダイアグノスティクス株式会社



NAGASE



Purpose of Acquisition

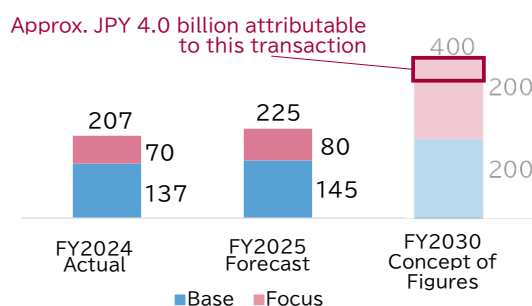
- ✓ Expand product lineup in the growing diagnostics market
- ✓ Expand sales by integrating with the NAGASE Group network
- ✓ Highly sensitive enzyme technology x NAGASE's R&D capabilities to develop new products



Performance Target

- ✓ Aiming to achieve approximately JPY 4.0 billion in gross profit by FY2030

NAGASE:Life Science Gross profit (100 million Yen)



This slide covers our initiatives in the Life Science area.

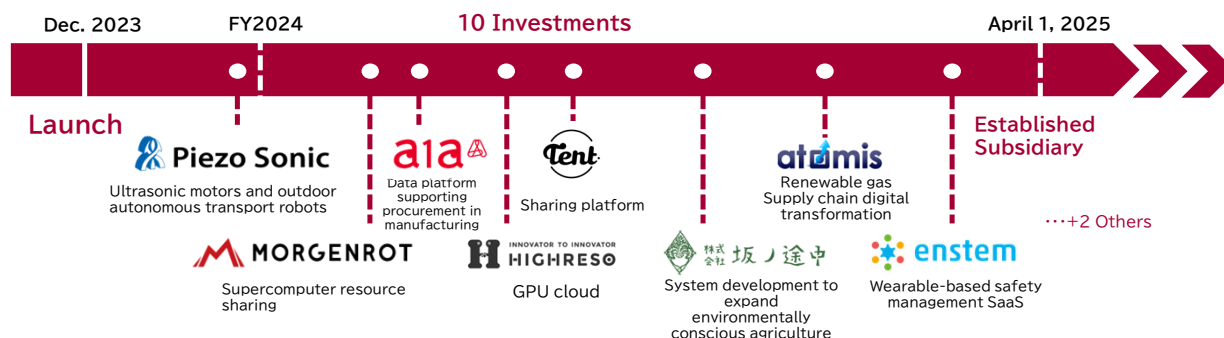
In July 2025, Asahi Kasei Pharma will transfer its diagnostics and diagnostic enzyme business, which will become part of our group. The new company name will be Nagase Diagnostics Co., Ltd. We would like to discuss the details with you after July, in accordance with our contract with our counterparty. Through this acquisition, we intend to expand the scale of our business to approximately JPY4 billion in gross profit terms by 2030.

The NAGASE network will be used to expand global sales of diagnostic reagents and enzymes, strengthen R&D through collaboration across each of our research functions, increase group production capacity with our chemical and biotech manufacturers, support BCP, and launch new businesses.

Established CVC Subsidiary -Nagase Future Investments Co., Ltd.-

Leverage CVC investments to obtain information and access entry opportunities in new fields and technologies

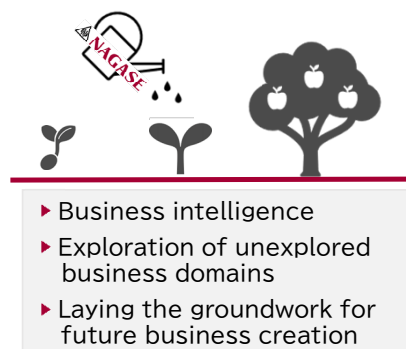
| | |
|--|---|
| Develop Area Future Sources of Revenue Research and development (R&D) New businesses (new products, etc.) New Areas (Southern Hemisphere) | Focus Area Shared existing functions in Group Assets Food Semiconductors Life Sciences |
| Improve Area Underutilized Businesses Possibly Insured Businesses | Base Area Trading Functions Semiconductors Food Chemical Industry |



Target ✓ New business domains outside the current scope of the Nagase Group

Purpose ✓ Acquire a broad range of cutting-edge technologies, business models, and expertise
 ✓ Lay the groundwork for next-generation business creation (From Zero to One)

Structure ✓ Two dedicated members, including one with VC experience, and several members serving concurrently in other roles
 ✓ Aim to optimize investment flow and accelerate decision-making through subsidiary-led management following the transfer of all CVC-held shares to the fund



I would like to explain our efforts regarding Develop Area.

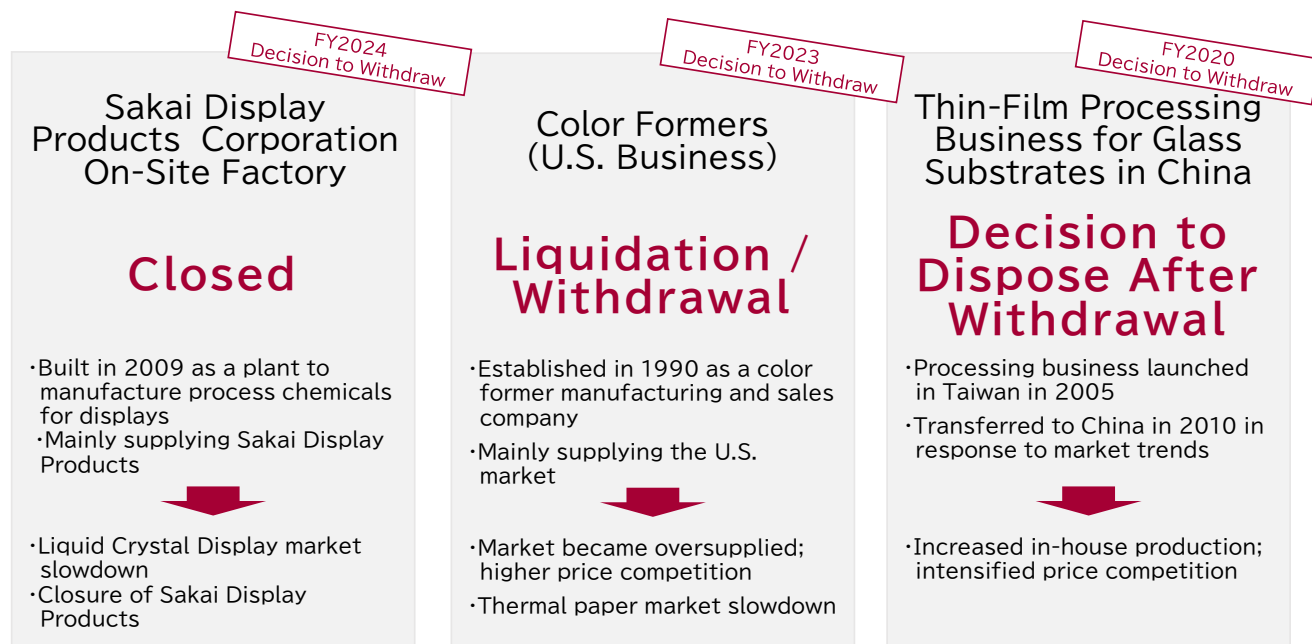
Our CVC subsidiary was established this April. We are accelerating investment into startup companies to gain information and entry opportunities in new areas, technologies, and products.

Starting at the end of 2023, and with the addition of venture capital, we have already executed 10 investments. We will invest a total of JPY 3.2 billion to form an LPS fund. This fund will be managed and operated by Nagase Future Investments, our subsidiary established this April.

Withdraw From Businesses With No Future Earnings Potential

| | |
|---|--|
| Develop Area Existing Sources of Revenue New Businesses New Areas (Southern Hemisphere) | Focus Area Manufacturing Functions in Specific Areas Food Semiconductors Life Sciences |
| Improve Area Unprofitable Businesses Possibly Impaired Businesses | Base Area Trading Functions Generalista (China) Chemical Industry Electronics Environment Food Mobility Life Sciences |

Secure withdrawal-related losses as early as possible to facilitate future business growth



This is the area of improvement.

In FY2024, we identified three businesses that we decided to dispose of and withdraw from.

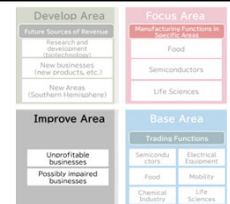
Firstly, we withdrew from the business of LCD chemical recovery and recycling on site at Sakai Display Products Corporation. The business was launched in 2009 and was profitable, but we decided to close the business after the market slowdown caused customers to withdraw from the business.

The second area we have withdrawn from is the US color former business. Due to the imbalance between supply and demand, the Company decided to withdraw from U.S. production due to intensifying price competition and the lack of prospects for improving profitability.

The third is a thin glass substrate processing business for LCDs in China. We had already decided to withdraw from the project in 2020, but after reaching an agreement with the local government last year regarding liquidation methods, we started the withdrawal process, and subsequently have recorded approximately JPY2 billion in expenses.

Improvement Areas FY2024 Progress

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

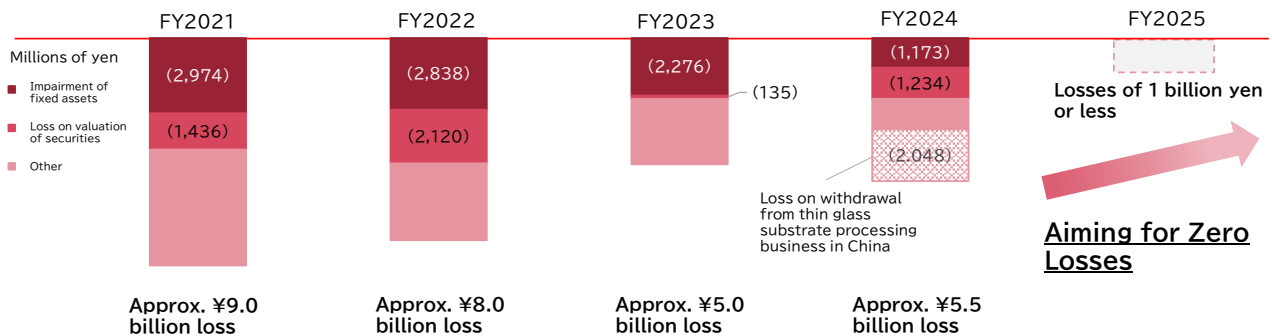


Improvement targets and initiatives

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]



Here is the progress we have made in our improvement areas.

We have posted a total of approximately JPY5.5 billion, including approximately JPY2.0 billion in costs from our withdrawal from the thin glass substrate processing business that I explained earlier, as well as valuation losses on some marketable securities, and impairment losses on goodwill and other assets in the US.

We will continue to make improvements, aiming to keep losses at JPY1 billion or less in FY2025.

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

Operating CF
¥26.5~
30 billion

Asset Replacement
¥14 billion

Loan
¥56 billion

Maximize
Corporate
Value

Growth Investments
¥41 billion

Others
¥24 billion

Shareholder Returns
¥31.5~
35 billion

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

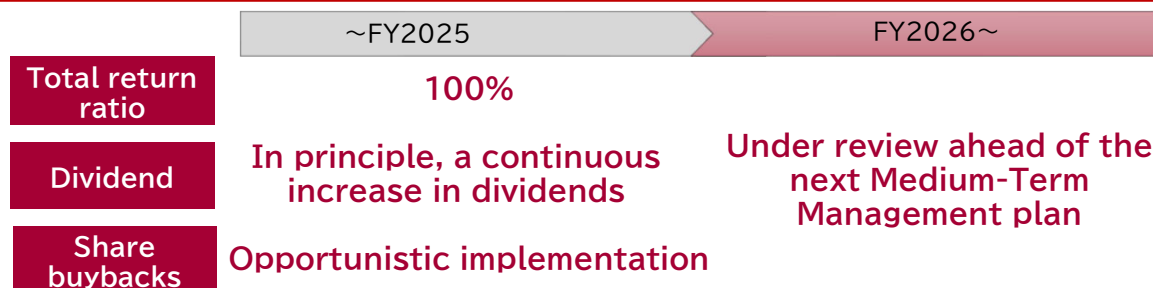
Here are our cash allocation plans for FY2025.

As described below, we intend to promote investment in growth and shareholder returns by being conscious of the cost of capital and using interest-bearing debt and intra-group assets.

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



Shareholder Returns Results and Forecasts

| | FY2021 Actual | FY2022 Actual | FY2023 Actual | FY2024 Actual | FY2025 Forecast |
|-------------------------------------|------------------|------------------|------------------|------------------|--------------------|
| Dividend per share (yen) | 54 | 70 | 80 | 90 | 95 |
| (Interim + Year-end) | (24+30) | (30+40) | (40+40) | (45+45) | (45+50) |
| Share buybacks (100 million yen) | 60 | 56 | 80 | 170 | 120+α |
| Total return ratio (%) | 48.3 | 58.9 | 76.5 | 105.4 | 100.0 |

This slide covers shareholder returns.

There is no change in our shareholder returns policy. The dividend for FY2025 is expected to be JPY95, which will be the 16th consecutive fiscal year of dividend growth. As for FY2026 and beyond, we are currently discussing policies in conjunction with the formulation of the next medium-term management plan.

Pursuit of Profitability and Efficiency - Indicators

- ▶ Forecast 8.1% ROE in fiscal 2025
- ▶ WACC remained unchanged from fiscal 2023, as lower equity cost from a decline in beta offset higher debt cost from rising interest rates
- ▶ ROIC rose by 0.4 points compared to fiscal 2023, mainly due to higher net income despite increased interest-bearing debt
- ▶ Sold ¥3.2 billion of strategic cross-shareholdings in fiscal 2024, resulting in a total of ¥25.6 billion in total sales over the four-year period of **ACE 2.0** (¥30 billion planned over 5 years)

| | FY2020 | FY2021 | FY2022 | FY2023 | Change | FY2024 | FY2025 Forecast |
|--|---|-----------------------|-----------------------|-----------------------|-----------|-----------------------|-----------------------|
| ROE | 5.9% | 7.7% | 6.6% | 5.9% | +0.5 → | 6.4% | 8.1% |
| ROIC | 4.2% | 5.3% | 4.4% | 4.0% | +0.4 → | 4.4% | 5.2% |
| WACC | 5.7% | 5.5% | 5.7% | 5.9% | ±0 → | 5.9% | 5.5% |
| NET D/E Ratio | 0.23 _{times} | 0.33 _{times} | 0.38 _{times} | 0.27 _{times} | ±0 → | 0.27 _{times} | 0.45 _{times} |
| Net assets (100 millions of yen) | 3,384 | 3,550 | 3,783 | 4,013 | +51 → | 4,064 | 3,920 |
| Interest-bearing debt (100 millions of yen) | 1,189 | 1,665 | 1,796 | 1,669 | +84 → | 1,753 | 2,313 |
| Policy holding stock | Cumulative sales during Medium-Term Plan period (100 millions of yen) | | 78 | 152 | +32 → | 256 | 300 |
| | percentage of net assets | | 24.1% | 17.8% | -1.5 → | 13.9% | 13.3% |

Here are our key indicators.

I will explain these for you. Regarding the strategic shareholdings shown below, we have set a goal of selling JPY30 billion of strategic shareholdings during the period of our **ACE 2.0** plan. To achieve this goal, we plan to sell more than JPY4.4 billion worth of shares in FY2025.

We are aware that even then, as a percentage of net assets, the strategic shareholdings will still be very high at 13.3%. We will continue to actively reorganize our assets, including through the sale of strategic shareholdings, to improve capital efficiency.

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 |
|---|--------|--------|--------|---------|-------------------|
| Consolidated Scope 1 and 2 Reduction Rate (Compared to FY2013) | 30% | 34% | 36% | 43% | 37% or higher |
| 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

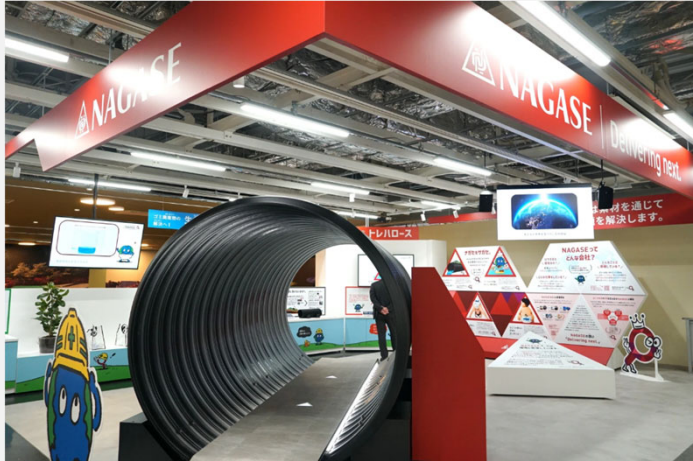
This slide shows our sustainability initiatives.

We view the promotion of sustainability as an important management issue and have set non-financial targets for improving employee engagement and carbon neutrality.

We expect to achieve each of these indicators in FY2025.

Opened NAGASE Booth at Kumamoto SDGs Mirai Park in Aso Kumamoto Airport

Showcasing use cases of group products



Facility Overview

Organizer: The Higo Bank, Ltd.

Purpose: An SDGs-focused learning facility primarily for elementary, junior high, and high school students

Location: Sorayoka Visitor Center, Aso Kumamoto Airport

Hours: 9:00-19:00 (open year-round)

General Admission Fee: ¥500

Exhibitors (Shortened names)

*some exhibits under construction

Nagase, jasm, Japan Airlines, Mitsui Home, Hitachi, Hicom, Hirata Corporation, meistier corporation, Coca-Cola Bottlers Japan

Finally, we are pleased to announce the opening of an SDGs learning facility at Aso Kumamoto airport.

NAGASE will have a booth on site along with jasm and Japan Airlines and the exhibit will be in place for one year.

That brings me to the end of my presentation.

We look forward to your continued support of the NAGASE Group.

Thank you for your attention.

[END]



■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 May 8, 2025. Actual earnings may differ from projections due to risks and uncertainties in the future global economy, competitive landscape, currency exchange rates, etc.

Sales, Gross Profit, and Operating Income by Quarter (Before Allocation of Corporate & Others)

- ▶ In fiscal 2024, the Company began allocating company-wide shared expenses, excluding a portion of Nagase non-consolidated expenses, to business units under Corporate & Others
- ▶ We are allocating company-wide shared expenses, shifting to a system that enables a more realistic understanding of the profitability of each business unit
- ▶ For reference, this page shows quarterly changes before allocations to Corporate & Others

| 100 millions of yen | | | | | | | | 100 millions of yen | | | | | | | | 100 millions of yen | | | | | | | | | | |
|---------------------|--------|-----------------|-------|-------|-------|-------|-------|---|-------------------|-------|-----------------|-------|-------|-------|--------|------------------------------------|---------------|-------------------|--------|-----------------|-------|-------|-------|----|----|---------------|
| Quarterly results | | FY2024 forecast | | | | | | FY2023 Actual | Quarterly results | | FY2024 forecast | | | | | | FY2023 Actual | Quarterly results | | FY2024 forecast | | | | | | FY2023 Actual |
| | | 1Q | 2Q | 3Q | 4Q | YTD | 1Q | | | | 2Q | 3Q | 4Q | YTD | 1Q | 2Q | | | | 3Q | 4Q | YTD | 1Q | 2Q | 3Q | |
| Consolidated Total | | | | | | | | Advanced Materials & Processing(Polymer Global Account Dept.) | | | | | | | | Mobility(Mobility Solutions Dept.) | | | | | | | | | | |
| Sales | FY2024 | 2,392 | 2,417 | 2,370 | 2,269 | 9,449 | 9,400 | Sales | FY2024 | 535 | 546 | 528 | 495 | 2,106 | 2,049 | Sales | FY2024 | 321 | 338 | 343 | 317 | 1,320 | 1,326 | | | |
| | FY2023 | 2,240 | 2,261 | 2,275 | 2,224 | 9,001 | 9,001 | FY2023 | 485 | 536 | 477 | 485 | 1,985 | 1,985 | FY2023 | 311 | 337 | 353 | 319 | 1,321 | 1,321 | | | | | |
| | YoY% | 6.8% | 6.9% | 4.2% | 2.0% | 5.0% | 4.4% | YoY% | 10.2% | 1.9% | 10.7% | 2.0% | 6.1% | 3.2% | YoY% | 3.1% | 0.4% | (2.7%) | (0.6%) | (0.0%) | 0.4% | | | | | |
| Gross profit | FY2024 | 457 | 463 | 452 | 438 | 1,812 | 1,800 | Gross profit | FY2024 | 65 | 65 | 67 | 63 | 265 | 255 | Gross profit | FY2024 | 40 | 43 | 43 | 37 | 165 | 165 | | | |
| | FY2023 | 387 | 401 | 425 | 432 | 1,647 | 1,647 | | FY2023 | 54 | 61 | 61 | 57 | 236 | 236 | | FY2023 | 34 | 39 | 41 | 37 | 152 | 152 | | | |
| | YoY% | 18.3% | 15.3% | 6.3% | 1.5% | 10.1% | 9.3% | | YoY% | 20.1% | 5.4% | 9.1% | 9.8% | 10.9% | 8.0% | | YoY% | 17.8% | 9.9% | 5.4% | 1.2% | 8.3% | 8.3% | | | |
| <profit ratio> | FY2024 | 19.1% | 19.2% | 19.1% | 19.3% | 19.2% | 19.1% | <profit ratio> | FY2024 | 12.3% | 11.9% | 12.8% | 12.8% | 12.4% | 12.4% | <profit ratio> | FY2024 | 12.5% | 12.9% | 12.7% | 11.8% | 12.5% | 12.4% | | | |
| | FY2023 | 17.3% | 17.8% | 18.7% | 19.4% | 18.3% | 18.3% | | FY2023 | 11.3% | 11.5% | 13.0% | 11.9% | 11.9% | FY2023 | | 11.0% | 11.8% | 11.7% | 11.6% | 11.5% | 11.5% | | | | |
| | YoY% | 10.7% | 10.7% | 10.7% | 10.7% | 10.7% | 10.7% | | YoY% | 10.7% | 10.7% | 10.7% | 10.7% | 10.7% | YoY% | | 10.7% | 10.7% | 10.7% | 10.7% | 10.7% | 10.7% | | | | |
| Operating income | FY2024 | 107 | 103 | 99 | 80 | 390 | 365 | Operating income | FY2024 | 20 | 23 | 23 | 18 | 85 | 80 | Operating income | FY2024 | 13 | 16 | 16 | 12 | 59 | 57 | | | |
| | FY2023 | 69 | 75 | 85 | 75 | 306 | 306 | | FY2023 | 13 | 19 | 20 | 15 | 68 | 68 | | FY2023 | 9 | 13 | 14 | 10 | 49 | 49 | | | |
| | YoY% | 54.3% | 37.1% | 16.5% | 6.3% | 27.6% | 19.2% | | YoY% | 50.2% | 20.8% | 17.2% | 20.7% | 25.5% | 17.6% | | YoY% | 44.6% | 17.2% | 9.0% | 15.5% | 19.6% | 15.5% | | | |
| <profit ratio> | FY2024 | 4.5% | 4.3% | 4.2% | 3.6% | 4.1% | 3.9% | <profit ratio> | FY2024 | 3.8% | 4.3% | 4.5% | 3.7% | 4.1% | 3.9% | <profit ratio> | FY2024 | 4.3% | 4.8% | 4.7% | 4.0% | 4.5% | 4.3% | | | |
| | FY2023 | 3.1% | 3.3% | 3.8% | 3.4% | 3.4% | 3.4% | | FY2023 | 2.8% | 3.6% | 4.2% | 3.1% | 3.4% | 3.4% | | FY2023 | 3.0% | 4.1% | 4.2% | 3.4% | 3.7% | 3.7% | | | |

| 100 millions of yen | | | | | | | | | | 100 millions of yen | | | | | | | | | | 100 millions of yen | | | | | | | | | | | | |
|---|--------|--------|-------|--------|--------|-------|-----------------|----|---------------|---|-------------------|-------|-------|-------|-------|-------|-------|-----------------|----|--|--------|-------------------|---------|---------|---------|---------|---------|--|-----------------|--|---------------|--|
| Quarterly results | | | | | | | FY2024 forecast | | FY2023 Actual | | Quarterly results | | | | | | | FY2024 forecast | | FY2023 Actual | | Quarterly results | | | | | | | FY2024 forecast | | FY2023 Actual | |
| | | 1Q | 2Q | 3Q | 4Q | YTD | 1Q | 2Q | 3Q | 4Q | | | YTD | 1Q | 2Q | 3Q | 4Q | YTD | 1Q | 2Q | 3Q | | | 4Q | YTD | | | | | | | |
| Functional Materials (Performance Chemicals Dept., Specialty Chemicals Dept.) | | | | | | | | | | Electronics & Energy (Electronics Dept., Advanced Functional Materials Dept.) | | | | | | | | | | Life & Healthcare (Life & Healthcare Products Dept.) | | | | | | | | | | | | |
| Sales | FY2024 | 405 | 388 | 372 | 370 | 1,537 | 1,588 | | | Sales | FY2024 | 400 | 398 | 413 | 400 | 1,613 | 1,542 | | | Sales | FY2024 | 728 | 744 | 712 | 685 | 2,870 | 2,894 | | | | | |
| | FY2023 | 364 | 357 | 375 | 370 | 1,468 | 1,468 | | | | FY2023 | 355 | 356 | 375 | 360 | 1,447 | 1,447 | | | | FY2023 | 723 | 673 | 693 | 687 | 2,777 | 2,777 | | | | | |
| | YoY% | 11.4% | 8.7% | (0.7%) | (0.1%) | 4.7% | 8.2% | | | | YoY% | 12.8% | 11.7% | 10.1% | 11.2% | 11.4% | 6.5% | | | | YoY% | 0.7% | 10.7% | 2.7% | (0.4%) | 3.3% | 4.2% | | | | | |
| Gross profit | FY2024 | 88 | 81 | 79 | 75 | 325 | 326 | | | Gross profit | FY2024 | 95 | 97 | 99 | 107 | 400 | 386 | | | Gross profit | FY2024 | 168 | 173 | 163 | 155 | 660 | 667 | | | | | |
| | FY2023 | 64 | 68 | 73 | 75 | 281 | 281 | | | | FY2023 | 77 | 86 | 85 | 92 | 342 | 342 | | | | FY2023 | 156 | 145 | 163 | 168 | 634 | 634 | | | | | |
| | YoY% | 37.8% | 19.9% | 8.5% | (0.2%) | 15.6% | 15.9% | | | | YoY% | 23.7% | 13.4% | 15.7% | 16.1% | 17.0% | 12.8% | | | | YoY% | 8.0% | 19.0% | (0.4%) | (7.7%) | 4.2% | 5.1% | | | | | |
| <profit ratio> | FY2024 | 21.8% | 21.1% | 21.3% | 20.3% | 21.1% | 20.5% | | | <profit ratio> | FY2024 | 23.8% | 24.5% | 24.0% | 26.9% | 24.8% | 25.0% | | | <profit ratio> | FY2024 | 23.2% | 23.3% | 22.9% | 22.7% | 23.0% | 23.0% | | | | | |
| | FY2023 | 17.6% | 19.1% | 19.5% | 20.4% | 19.2% | 19.2% | | | | FY2023 | 21.7% | 24.2% | 22.9% | 25.8% | 23.6% | 23.6% | | | | FY2023 | 21.6% | 21.6% | 23.6% | 24.5% | 22.8% | 22.8% | | | | | |
| | YoY% | 140.7% | 46.9% | 11.8% | 12.2% | 43.5% | 40.2% | | | | YoY% | 50.6% | 24.4% | 33.2% | 40.6% | 36.4% | 26.2% | | | | YoY% | (34.8%) | (48.2%) | (28.8%) | (57.4%) | (41.7%) | (31.2%) | | | | | |
| Operating income | FY2024 | 37 | 31 | 28 | 27 | 123 | 121 | | | Operating income | FY2024 | 34 | 38 | 36 | 44 | 154 | 143 | | | Operating income | FY2024 | 21 | 9 | 17 | 11 | 60 | 71 | | | | | |
| | FY2023 | 15 | 21 | 25 | 24 | 86 | 86 | | | | FY2023 | 23 | 31 | 27 | 31 | 113 | 113 | | | | FY2023 | 32 | 19 | 24 | 26 | 103 | 103 | | | | | |
| | YoY% | 140.7% | 46.9% | 11.8% | 12.2% | 43.5% | 40.2% | | | | YoY% | 50.6% | 24.4% | 33.2% | 40.6% | 36.4% | 26.2% | | | | YoY% | (34.8%) | (48.2%) | (28.8%) | (57.4%) | (41.7%) | (31.2%) | | | | | |
| <profit ratio> | FY2024 | 9.1% | 8.0% | 7.6% | 7.4% | 8.1% | 7.6% | | | <profit ratio> | FY2024 | 8.7% | 9.7% | 8.8% | 11.1% | 9.6% | 9.3% | | | <profit ratio> | FY2024 | 2.9% | 1.3% | 2.5% | 1.6% | 2.1% | 2.5% | | | | | |
| | FY2023 | 4.2% | 6.0% | 6.7% | 6.6% | 5.9% | 5.9% | | | | FY2023 | 6.5% | 8.7% | 7.3% | 8.8% | 7.8% | 7.8% | | | | FY2023 | 4.5% | 2.9% | 3.6% | 3.9% | 3.7% | 3.7% | | | | | |
| | YoY% | 140.7% | 46.9% | 11.8% | 12.2% | 43.5% | 40.2% | | | | YoY% | 50.6% | 24.4% | 33.2% | 40.6% | 36.4% | 26.2% | | | | YoY% | (34.8%) | (48.2%) | (28.8%) | (57.4%) | (41.7%) | (31.2%) | | | | | |

- *Allocations of each expense to seven business units according to one or more of the following criteria
- (1) Equal allocation to each division
 - (2) Allocation according to business scale (sales and gross profit)

Evaluations From ESG Rating Agencies

| ESG Rating Agencies | | Highest rated | FY2019 Results | FY2020 Results | FY2021 Results | FY2022 Results | FY2023 Results | FY2024 Results |
|-------------------------|-------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| FTSE | | 5.0 | 1.2 | 1.9 | 2.7 | 3.5 | 4.2 | 4.2 |
| MSCI | | AAA | BB | BB | BBB | A | A | A |
| CDP | Climate Change | A | C | B | B | A- | A- | A- |
| | Water | A | C | B | A- | A | A | A- |
| | Forest | A | C- | C | C | B | B | B |
| | Supply Chain Engagement | A | — | — | — | A (leader) | A (leader) | under review |
| Ecovadis [NAGASE Group] | | Platinum (100) | — (41) | Bronze | — (43) | Bronze | Silver | Silver |

Major Cash Inflows and Outflows for FY2021-FY2024

100 millions of yen

| Cash In | FY2021 | FY2022 | FY2023 | FY2024 | 4-years Cumulative Total | Cash Out | FY2021 | FY2022 | FY2023 | FY2024 | 4-years Cumulative Total |
|--|--------|--------|--------|--------|--------------------------------|---|--------|--------|--------|--------|--------------------------------|
| Operating CF after adjustments* | 525 | 363 | 476 | 515 | 1,879 | Dividends and share buybacks | 124 | 139 | 178 | 270 | 713 |
| Proceeds from sales of strategic cross-shareholdings, etc. | 92 | 96 | 71 | 35 | 296 | Investment in DX, R&D, etc | 71 | 68 | 78 | 69 | 288 |
| Decrease in working capital | — | — | 330 | — | 330 | Increase in working capital | 631 | 200 | — | 82 | 913 |
| Proceeds from change in interest-bearing debt | 401 | — | — | 96 | 498 | Expenses from change in interest-bearing debt | — | 25 | 234 | — | 260 |
| Other income | 7 | 9 | 9 | 30 | 57 | Other growth investments, etc | 156 | 173 | 188 | 161 | 679 |
| | | | | | | Other expenditures | 25 | 20 | 76 | 29 | 150 |
| Total | 1,026 | 469 | 888 | 678 | 3,062 | Total | 1,008 | 628 | 756 | 613 | 3,005 |

* Operating CF excluding the impact of changes in working capital, DX and R&D costs recorded as expenses, etc.

Prinova Group Business Overview

