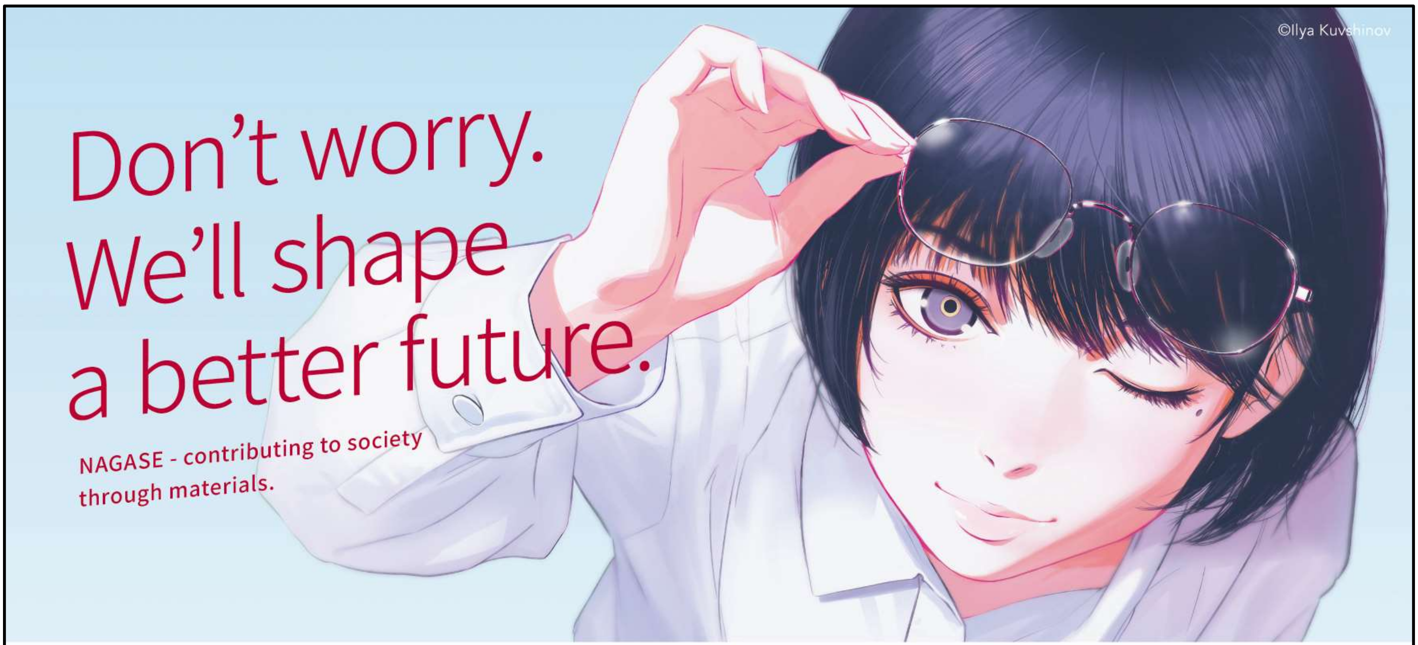

FY2026
First Quarter Financial Briefing

NAGASE&CO.,LTD.
Stock exchange listing : Tokyo (Prime Market)
Code number : 8012
August 4, 2026

NAGASE
Delivering next.

Shimizu, Director and Executive Officer, will now present.

I am Yoshihisa Shimizu, Director and Executive Officer of NAGASE & CO., LTD.

Before we begin the financial results briefing, we would like to take a moment to express our deepest condolences to the families of those who lost their lives in the recent Kumamoto earthquake. We would also like to express our heartfelt sympathy to all those affected by the disaster and pray for a swift recovery and reconstruction.

I would like to start the presentation for our Q1 financial results.

Executive Summary

FY2026 First Quarter Results	The Company posted record-high net sales and profits at all levels. In Materials, earnings were strong due to soaring market prices caused by the situation in the Middle East. In Electronics, sales were strong for Nagase ChemteX formulated epoxy resins used in semiconductors for AI. In Life Sciences, the Prinova Group businesses in Solutions and Nutrition performed well. Gross profit margin improved by 1.0 percentage points while operating income ratio improved by 1.8 percentage points.
FY2026 Earnings Projections	Sales of formulated epoxy resins used in semiconductors for AI outperformed our expectations. The Prinova Group manufacturing business reported better-than-expected results from Solutions. ● Due to the impact of the situation in the Middle East, we plan to reassess our full-year earnings forecast at the time of the second-quarter earnings, after closely assessing future market trends and demand.
Impact of the Situation in the Middle East	● The blockade of the Strait of Hormuz has led to a shortage of naphtha. The supply-demand situation is stable at present, thanks to supplies from the United States and other factors. ● Naphtha prices peaked in April and after a downward trend, prices are currently on the rise again. ● First-quarter performance was strong, driven by increased demand from customers preparing for unforeseen circumstances, the procurement of alternative products, and soaring commodity prices. ● Leveraging our global network, which is one of our key strengths, we quickly sourced alternative products to maintain the chemicals supply chain. ● We are managing inventory levels in preparation for future price declines.

The executive summary.
The blue arrows indicate that the situation exceeded expectations.
In this Q1, the Company posted record-high net sales and profits at all levels.
In the Materials segment, earnings were strong due to soaring market prices caused by the situation in the Middle East and the procurement of substitute products. In the Electronics segment, sales were strong for Nagase ChemteX formulated epoxy resins used in semiconductors for AI. In the Life Sciences segment, the Prinova Group businesses in Solutions and Nutrition performed well. Gross profit margin improved by 1 percentage point while the operating income ratio improved by 1.8 percentage points. We believe that these achievements were not merely the result of rising prices but were made possible precisely because of our global network.

Next is FY2026 earnings projections. In the Electronics segment, sales of formulated epoxy resins used in semiconductors for AI are expected to outperform our expectations. In the Life Sciences segment, the Prinova Group manufacturing business is expected to report better results than our projection at the beginning of the fiscal year in the Solutions business in particular. Despite this strong backdrop, due to the impact of the situation in the Middle East, we need to reassess future market trends and demand. After that, we will update our full-year earnings forecast again when we announce our Q2 financial results.

Next, I would like to report on the impact of the situation in the Middle East listed below. The blockade of the Strait of Hormuz has led to a shortage of naphtha. As you know, this caused tight supply conditions for various petrochemical products, resulting in soaring prices. Domestic naphtha prices, which were around JPY60,000 last fiscal year, peaked in April at JPY120,000. Although they declined through July, they have yet to stabilize at present. Our Q1 performance was strong, driven by increased demand from customers preparing for unforeseen circumstances, which could also be described as anticipatory demand, the procurement of alternative products, and soaring commodity prices. This is because our company has the capability to respond flexibly to rapid changes in the external environment and maintain our supply chain.

However, we expect prices to fall going forward. Exactly when this will happen or how much the market will decline, is extremely difficult to predict. Of course, to prepare for the risk of such price declines, we have already instructed thorough control over inventory levels.

Contents

* Beginning with fiscal 2026, we will provide separate disclosures for Prinova Group gross profit and operating income under the manufacturing and trading businesses. We have also restated results not disclosed in the previous period in accordance with the new classification.
* We revised the allocation method for shared corporate expenses beginning this fiscal year to improve segment performance management. Accordingly, we have restated results for the previous period in accordance with the new allocations for comparison with the previous period.
* Manufacturing figures represent the aggregate totals of manufacturing subsidiaries.
* Trading business figures include the aggregate totals of NAGASE and our sales subsidiaries, as well as Corporate & Others and eliminations

Consolidated Statements of Income

- Posted record-high net sales and profits at all levels for any first quarter.
- Gross profit increased with business growth and meeting customer demands reliably amid supply chain disruptions caused by the situation in the Middle East.
- Operating income increased. This increase was due in part to lower retirement benefit expenses related to the amortization of actuarial differences.

100 millions of yen

	FY2025 1Q	FY2026 1Q	Change	Vs.PY	Forecast	Achievement
Sales	2,373	2,797	424	118%	10,000	28%
Gross profit	443	551	108	124%	1,980	28%
<GP ratio>	18.7%	19.7%	1.0ppt	–	19.8%	–
SG&A expenses	340	381	40	112%	1,530	25%
Operating income	102	170	67	166%	450	38%
<OP ratio>	4.3%	6.1%	1.8ppt	–	4.5%	–
(excluding the effect of actuarial gains and losses)	103	159	56	155%	409	39%
Ordinary income	106	180	73	169%	450	40%
Profit Attributable to owners of the parent	75	146	71	195%	345	42%
US$ Exchange rate (period average)	@ 144.6	@ 159.5	@ 14.9	Weak yen	@ 155.0	
RMB Exchange rate (period average)	@ 20.0	@ 23.4	@ 3.4	Weak yen	@ 22.5	

＊Impact from foreign exchange: Gross profit, +¥2.5 billion; Operating income, +¥0.9 billion

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Consolidated statements of income.

Sales were JPY279.7 billion, representing 118% of the previous year's figure. Gross profit was JPY55.1 billion, representing 124% of the previous year's figure. GP ratio is 19.7%, up 1 percentage point compared to the previous year. Operating income was JPY17 billion, representing 166% of the previous year's figure. OP ratio was 6.1%, up 1.8 percentage points compared to the previous year. Profit attributable to owners of the parent was JPY14.6 billion, representing 195% of the previous year's figure.

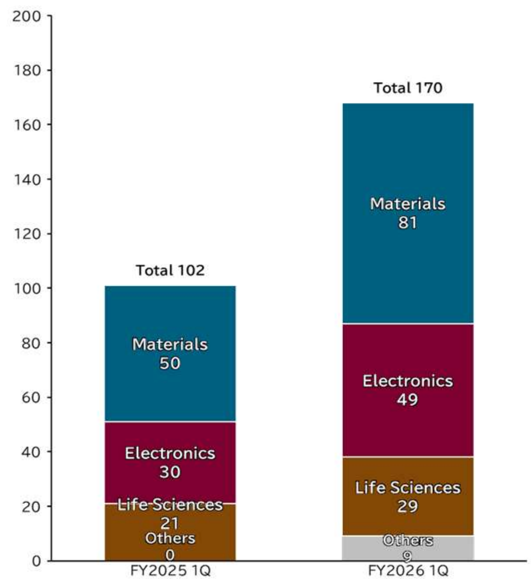
Operating income has increased significantly because we have been able to keep SG&A expenses under control relative to the increase in gross profit. In particular, overseas labor costs, which have been rising significantly due in part to the weak yen, are, overall, progressing well within our expectations. Although there are factors that will drive up these costs in 2H of the fiscal year, such as the expenses associated with our headquarters relocation, we will continue to keep SG&A expenses under control.

As for the impact of exchange rates, the US dollar stood at JPY159.5. The Japanese yen fell by JPY14.9 against the US dollar compared to the previous year. The Chinese yuan was at JPY23.4. The Japanese yen fell by JPY3.4 against the Chinese yuan compared to the previous year. Consequently, there were positive impacts of JPY2.5 billion at the gross profit level and JPY900 million at the operating income level.

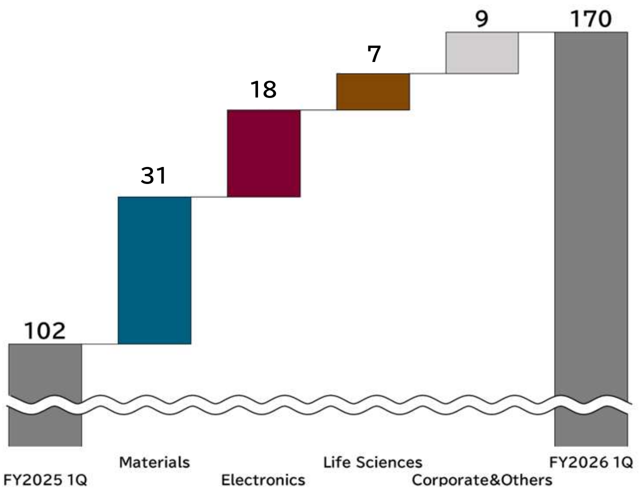
Operating Income by Segment : Two-Year Comparison

- Profit increased year on year across all segments.
- Corporate & Others increased by ¥0.9 billion. This increase was due to a decrease in retirement benefit expenses related to the amortization of actuarial differences.
 (Retirement benefit expense related to the amortization of actuarial differences: Approximately ¥0.3 billion in loss in fiscal 2025 and ¥4.0 billion in gain for fiscal 2026, equally prorated and recorded on a quarterly basis)

Operating Income by Segment (100 millions of yen)



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



＊New allocation standards beginning this fiscal year. See the Contents page for details.

Operating income by segment: two-year comparison.

Starting this fiscal year, in line with our new medium-term management plan, we have reorganized our business segments from five to three.

If you look at the waterfall chart on the right, you' ll see that profits have increased across all segments. Please note that of the JPY3.1 billion increase in profit in the Materials segment, slightly more than JPY2 billion is attributable to the procurement of substitute products or price increases resulting from the situation in the Middle East. On the other hand, the Electronics and Life Sciences segments have not been directly affected to any significant extent by the situation in the Middle East.

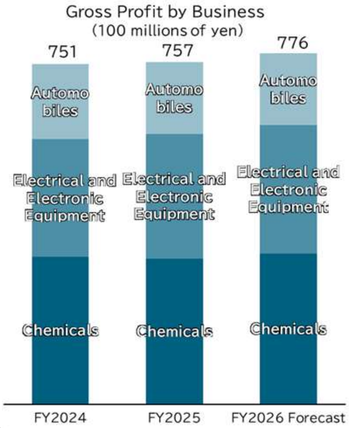
Segment Overview: Materials

- Gross profit rose ¥4.7 billion year on year. Operating income increased ¥3.1 billion year on year.
  <Manufacturing>
  - Sales of industrial hoses and civil engineering pipes increased in Nagase RooTAC Industries, Inc.

  <Trading>
  - Profit margins improved overall, supported by an upturn in market conditions due to developments in the Middle East.
  - In the chemicals business, the procurement of substitute products contributed to maintaining the supply chain.
  - Sales volume of resins for electrical and electronic equipment were level year on year. This result was driven by ongoing efforts to improve product mix.
  - Sales of resins, functional materials, and components for automotive applications were solid, due in part to new adoptions.

100 millions of yen

	FY2025 YTD	FY2026 YTD	Change	Ratio	Forecast	Achievement
Sales	1,189	1,403	214	18%	4,955	28%
Gross profit	181	228	47	26%	776	29%
<profit ratio>	15.2%	16.3%	1.1ppt	–	15.7%	–
Operating income	50	81	31	63%	196	42%
<profit ratio>	4.2%	5.8%	1.6ppt	–	4.0%	–
Manufacturing	5	9	3	71%		
Trading	44	72	28	63%		



* NAGASE and sales subsidiaries handle the sales function for certain manufacturing subsidiaries. Accordingly, the trading business records profit from the sale of products produced by manufacturing subsidiaries.
* New allocation standards beginning this fiscal year. See the Contents page for details.

Segment overview.

First is the Materials segment. Gross profit rose JPY4.7 billion year on year. Operating income increased JPY3.1 billion YoY. Since the Materials segment is primarily focused on the trading business, market conditions were generally on an upward trend due to the situation in the Middle East. As a result, the profit ratio has improved.

However, we would like you to understand that this improvement in profits was not due solely to rising prices. Rather, we believe it is the result of our capability to maintain our supply chain during this crisis. The reason we are able to find alternative products in response to our customers' requests is that we maintain relationships with suppliers in each region on a day-to-day basis. This is particularly evident in the Materials segment.

In the chemical industry in particular, contributing to the maintenance of the supply chain by sourcing alternative products directly translates into profits. Even though just finding alternative products is easy to say, it is difficult to actually carry it out. Finding and providing alternative products almost always lead to the acquisition of new business.

Meanwhile, in the electrical and electronics equipment industry, where sales are primarily resins, the sales volume was level YoY. This result was driven by ongoing efforts to improve product mix in addition to the rise in prices. To the automotive industry, we sell resins, functional materials, and components. Although this area struggled significantly last year, performance remains solid, including new adoptions.

Segment Overview: Electronics

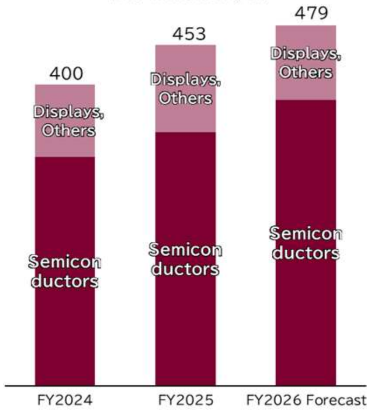
- Gross profit rose ¥2.4 billion year on year. Operating income increased ¥1.8 billion year on year.
  <Manufacturing>
  - Nagase ChemteX saw an increase in sales of formulated epoxy resins. Despite weak performance in sales for mobile device applications, the business delivered strong sales of product for AI semiconductors.
  - The Pac Tech Group continued to perform well. This result was due to the strong performance in bumping contract services.

  <Trading>
  - Sales of semiconductor materials increased in Greater China.

100 millions of yen

	FY2025 YTD	FY2026 YTD	Change	Ratio	Forecast	Achievement
Sales	415	491	76	18%	1,750	28%
Gross profit	103	127	24	23%	479	27%
<profit ratio>	24.8%	25.9%	1.0ppt	–	27.4%	–
Operating income	30	49	18	60%	144	34%
<profit ratio>	7.4%	10.0%	2.6ppt	–	8.2%	–
Manufacturing	9	17	7	79%		
Trading	21	32	10	52%		

Gross Profit by Business (100 millions of yen)



* NAGASE and sales subsidiaries handle the sales function for certain manufacturing subsidiaries. Accordingly, the trading business records profit from the sale of products produced by manufacturing subsidiaries.
* New allocation standards beginning this fiscal year. See the Contents page for details.

The Electronics segment.

Gross profit rose JPY2.4 billion YoY. Operating income increased JPY1.8 billion YoY.

In the manufacturing sector, Nagase ChemteX delivered strong sales of formulated epoxy resins for AI semiconductors although the sales of formulated epoxy resins for mobile device applications continued to be weak from the previous fiscal year. As many of you are likely already aware, the main driver of the strong performance of formulated epoxy resins is LMC, a liquid molding compound, for generative AI semiconductors. LMC recorded double-digit growth year on year.

Furthermore, regarding a-SMC, a next-generation sheet molding compound, a-SMC has been adopted as an encapsulant for high-performance IC package substrates used in advanced semiconductors, and we have already begun small-volume production. In addition, the Pac Tech Group performed well in bumping contract services in Asia.

Meanwhile, regarding our trading business in the Electronics segment, sales of semiconductor materials in Greater China have remained strong, continuing the trend from the previous fiscal year.

Segment Overview: Life Sciences

- Gross profit increased ¥3.7 billion year on year. Operating income increased ¥0.7 billion year on year.

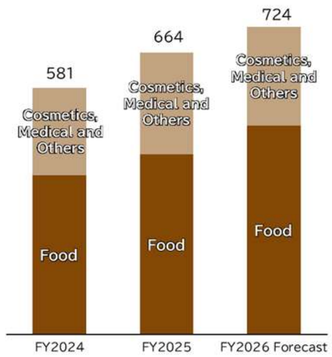
  <Manufacturing>
  - The Prinova Group manufacturing business posted a strong sales increase in Solutions and Nutrition.
  - Nagase Viita offset rising raw materials prices through an increase in cosmetics materials sales and other factors, maintaining sales level year on year.

  <Trading>
  - While sales increased in the Prinova Group's trading business, profit declined due to higher logistics costs and other selling, general, and administrative expenses.
  - Sales of intermediates and pharmaceutical raw materials remained level year on year.

100 millions of yen

	FY2025 YTD	FY2026 YTD	Change	Ratio	Forecast	Achievement
Sales	768	902	133	17%	3,294	27%
Gross profit	157	195	37	24%	724	27%
<profit ratio>	20.5%	21.6%	1.1ppt	–	22.0%	–
Operating income	21	29	7	37%	72	40%
<profit ratio>	2.8%	3.2%	0.5ppt	–	2.2%	–
Manufacturing	6	20	13	206%		
Trading	14	8	(5)	(40%)		

Gross Profit by Business
(100 millions of yen)



* NAGASE and sales subsidiaries handle the sales function for certain manufacturing subsidiaries. Accordingly, the trading business records profit from the sale of products produced by manufacturing subsidiaries.
* New allocation standards beginning this fiscal year. See the Contents page for details.
* Beginning with FY2026, we will provide separate disclosures Prinova Group gross profit and operating income under the manufacturing and trading businesses. See the Contents page for details.

The Life Sciences segment.

Gross profit increased JPY3.7 billion YoY. Operating income increased JPY0.7 billion YoY. Starting this fiscal year, we have broken down the Prinova Group' s financial figures into the manufacturing and trading businesses.

First, in the manufacturing business, the Prinova Group posted a strong sales increase both in Solutions and Nutrition. Nagase Viita offset rising raw materials prices, driven by the weak yen and other factors, through an increase in cosmetics materials sales and other factors, maintaining the sales level YoY.

While sales increased in the Prinova Group's trading business, profit declined due to higher logistics costs resulting from the Middle East situation and other SG&A expenses.

In the Life Sciences segment, the increase in SG&A expenses particularly in the trading business is primarily attributable to costs associated with the laboratory in San Diego utilizing AI robotics as well as organizational restructuring related to regulatory compliance for the handling of intermediates and pharmaceutical raw materials at the Group and global levels.

Consolidated Balance Sheets

- Current assets increased. Cash and deposits decreased while trade accounts receivable and inventories rose with business growth.
- Non-current assets increased. The increase was due to an increase in the market value of investment securities, among other factors.
- Liabilities increased. The increase was due to an increase in trade accounts payable and commercial paper, among other factors.
- Net assets increased. The increase was due to the posting of profit attributable to owners of the parent, as well as an increase in the valuation of other securities, a foreign currency translation adjustment, and other factors.

100 millions of yen

	2026/03	2026/06	Change	Details
Total Current Assets	5,663	6,161	498	
(Cash&deposits)	455	410	(45)	
(Trade account receivable)	3,214	3,541	326	
(Inventories)	1,775	1,953	177	
Total non-current assets	3,052	3,259	207	
(Investments in security)	875	996	120	
Total assets	8,715	9,421	705	
Current Liab.	2,970	3,415	445	C.P.+210
(Trade account payable)	1,598	1,753	155	
Non-current Liab.	1,404	1,444	39	
Total Liab.	4,375	4,860	485	
Shareholders' equity	3,138	3,228	90	
Accum. Other Comprehensive Income	1,115	1,239	124	Other Securities Valuation Adjustment+78、Translation Adjustments+54
Non-controlling interest	85	91	6	
Total net assets	4,340	4,560	220	

Working capital	3,391	3,740	349
Shareholders' equity ratio	48.8%	47.4%	(1.4ppt)
Interest-bearing debt	1,910	2,163	253
NET D/E ratio	0.34	0.39	0.05

Consolidated balance sheets.

Total assets have increased by JPY70.5 billion compared to the end of March. This is primarily due to a rise in trade accounts receivable and inventories with business growth and an increase in the market value of investment securities.

We continue to reduce our cash and deposits by improving efficiency. Due to the increase in sales, working capital has risen by JPY34.9 billion, and we have financed this increase through the issuance of JPY21 billion in commercial paper. As a result, our shareholders' equity ratio stands at 47.4% and our net D/E ratio at 0.39. However, this does not represent a situation that would affect our financial foundation.

We did not sell any shares of cross-shareholding in Q1, but we will proceed with sales starting in Q2.

Consolidated Cash Flows

- Net cash used in operating CF amounted to ¥21.2 billion. This result was mainly due to a decrease in cash of ¥30.6 billion due to an increase in working capital.
- Net cash used in Investing CF amounted to ¥4.1 billion. This result was mainly due to an expenditure of ¥3.4 billion to purchase property, plant and equipment.
- As a result, free cash flow amounted to a net decrease of ¥25.3 billion.
- Cash from financing CF amounted to ¥18.1 billion. This result was mainly due to a ¥21 billion increase in commercial paper.
- As a result, cash and cash equivalents decreased ¥5.3 billion.

100 millions of yen

	FY2025 1Q YTD	FY2026 1Q YTD
Operating CF	7	(212)
(Income before income taxes)	105	181
(Depreciation and amortization)	43	53
(Change in working capital)	(36)	(306)
(Other)	(104)	(141)
Investing CF	(189)	(41)
(Fixed asset investment)	(194)	(46)
(Other)	5	5
Free CF	(182)	(253)
Financing CF	61	181
(Share buybacks)	(46)	0
(Dividends paid)	(48)	(56)
(Change in loans and bonds)	163	244
(Other)	(6)	(6)
Effects of exchange rate	(43)	19
Net increase / decrease in cash and cash equivalents	(164)	(53)

Consolidated cash flows.

Net cash used in operating cash flow amounted to JPY21.2 billion, primarily due to an increase in working capital. As a result, free cash flow amounted to a net decrease of JPY25.3 billion, and the Company has structured its operations to offset this decrease through an increase in borrowings and the issuance of commercial paper.

FY2026 Earnings Projection (No Change)

100 milions of yen

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

* Approximate impact on operating income of a ¥1 depreciation: USD +¥50 million; RMB +¥400 million
(Exchange rate sensitivity is estimated based on the assumptions as of the earnings forecast announced in May 2026.)

The next page and onward cover full-year earnings projections for this fiscal year.

As I mentioned at the beginning, we have not revised our full-year earnings forecast at this time.

FY2026 Earnings Projection By Segment (No Change)

100 millions of yen

Segment	Item	FY2025 Actual	FY2026 Forecast	Change	Vs.PY
Materials	Sales	4,905	4,955	49	101%
	Gross profit	757	776	18	102%
	<profit ratio>	15.4%	15.7%	0.2ppt	—
	Operating income	214	196	(18)	91%
	<profit ratio>	4.4%	4.0%	(0.4ppt)	—
Electronics	Sales	1,728	1,750	21	101%
	Gross profit	453	479	25	106%
	<profit ratio>	26.2%	27.4%	1.2ppt	—
	Operating income	153	144	(9)	94%
	<profit ratio>	8.9%	8.2%	(0.6ppt)	—
Life Sciences	Sales	3,092	3,294	202	107%
	Gross profit	664	724	60	109%
	<profit ratio>	21.5%	22.0%	0.5ppt	—
	Operating income	86	72	(14)	84%
	<profit ratio>	2.8%	2.2%	(0.6ppt)	—
Corporate & Others	Sales	0	0	0	53%
	Gross profit	1	0	(1)	5%
	Operating income	(7)	38	45	—
Total	Sales	9,727	10,000	272	103%
	Gross profit	1,876	1,980	103	105%
	<profit ratio>	19.3%	19.8%	0.5ppt	—
	Operating income	447	450	2	101%
	<profit ratio>	4.6%	4.5%	(0.1ppt)	—

* We revised the allocation method for shared corporate expenses beginning this fiscal year to improve segment performance management.
* Results for the previous and current fiscal years and forecasts for the current fiscal year presented in the table above represent the new classifications .

Earnings projection by segment.

We have not made any changes to this either at this time. Let me explain the rough outlook briefly. In the Electronics segment, the sales of formulated epoxy resins used in semiconductors for generative AI are expected to remain strong in Q2 and onward. In the Life Sciences segment, the Prinova group, particularly its manufacturing business, is expected to perform well. Continuous growth is projected for the Solutions business while we expect the Nutrition business to be profitable this fiscal year.

On the other hand, while we anticipate that prices in the Materials segment will decline at some point, currently, it is very difficult to predict when that will happen or by how much. Since we believe we will have a clearer picture of the situation by the time we present our Q2 financial results, we will update the figures at that time.

FY2026 Earnings Projections by Major Manufacturing Subsidiaries (No Change)

100 milions of yen

		FY2025 Actual	FY2026 Forecast	Change	Vs.PY
Nagase ChemteX Group	Sales	330	356	25	108%
	Gross profit	117	125	8	107%
	<profit ratio>	35.5%	35.3%	(0.2ppt)	—
	Operating income	37	37	(0)	100%
	<profit ratio>	11.5%	10.6%	(0.9ppt)	—
Nagase Viita Co., Ltd.	Sales	346	350	3	101%
	Gross profit	139	136	(3)	98%
	<profit ratio>	40.3%	38.9%	(1.4ppt)	—
	Operating income	57	51	(6)	89%
	<profit ratio>	16.5%	14.6%	(2.0ppt)	—
	Goodwill amortization etc.	18	18	-	100%
	Operating income after amortization burden	38	32	(6)	84%
Prinova Group	Sales	2,142	2,420	277	113%
	Gross profit	348	406	57	116%
	<profit ratio>	16.3%	16.8%	0.5ppt	—
	Operating income	69	80	10	115%
	<profit ratio>	3.3%	3.3%	0.0ppt	—
	Goodwill amortization etc.	27	28	0	104%
	Operating income after amortization burden	42	51	9	122%

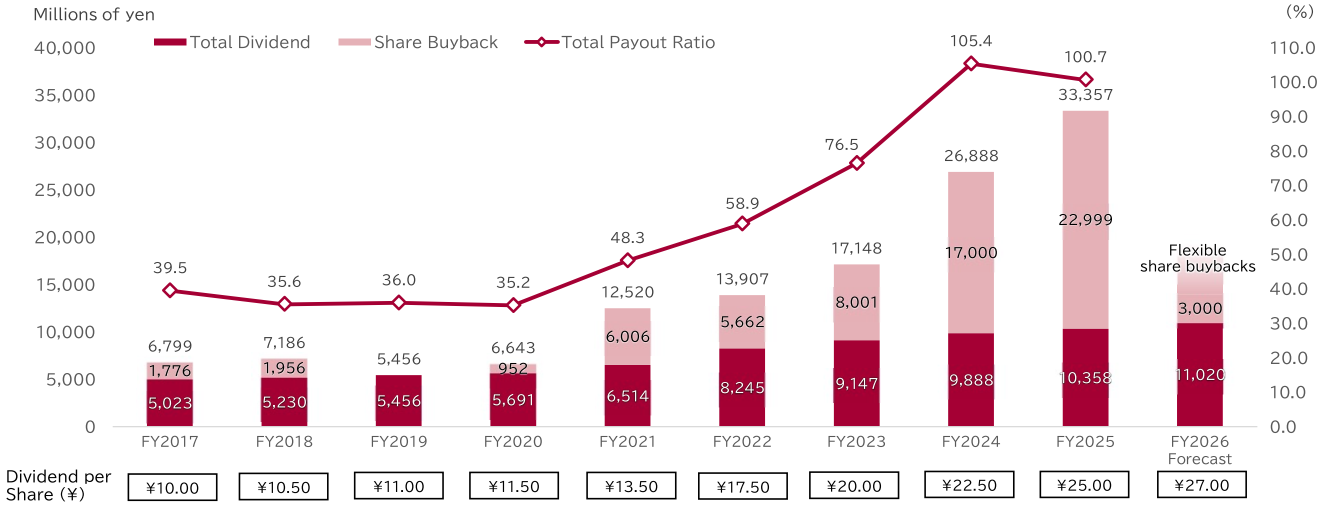
* Beginning in FY 2026, the figures for the Nagase ChemteX Group include results from Nagase ChemteX (Wuxi) Corp. and Nagase ChemteX America LLC. Accordingly, we have restated results for the previous period in accordance with this new policy for comparative purposes.

FY2026 earnings projections by major manufacturing subsidiaries.

No changes were made for these figures either.

Shareholder Returns

- We plan to pay ¥27 per share for the full year, consisting of an interim dividend of ¥13 per share and a year-end dividend of ¥14 per share (projecting a 17th consecutive year of dividend increases).
- We approved a resolution in August 2026 to conduct ¥3.0 billion in share buybacks (planned schedule: August 5 through September 30, 2026).
- Shareholder Return Policy: We will execute stable dividend increases over the three years through fiscal 2028, with flexible share buybacks (guideline: 30% EPS growth over three years).



* FY2026 year-end dividend to be submitted for approval to the 112th general meeting of shareholders scheduled for June 2027.
* Per-share dividends are presented on a post-split basis, reflecting the four-for-one stock split that went into effect April 1, 2026.

Shareholder returns.

We plan to pay JPY27 per share for the full year, consisting of an interim dividend of JPY13 per share and a year-end dividend of JPY14 per share. We project a 17th consecutive year of dividend increases.

While the Board of Directors has been discussing the dividend level, given that it is extremely difficult to update our full-year outlook at this time, we have decided to maintain the current level.

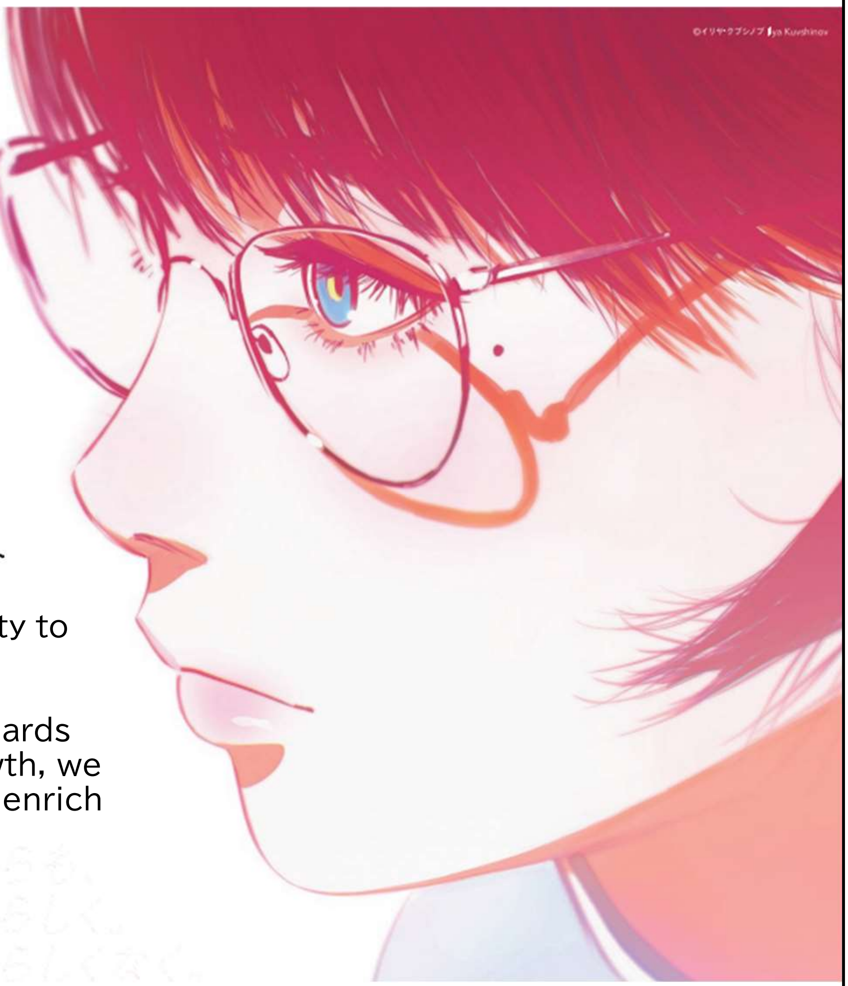
In addition, at the Board of Directors meeting held the other day, a resolution to conduct JPY3 billion share buybacks was approved. Please understand that we believe our stock is still undervalued in the capital markets, and that this share buyback is intended to improve capital efficiency in a flexible manner.

This concludes my presentation for Q1 financial results and full-year earnings forecast for the fiscal year ending March 2027.

Thank you for your attention.

[END]

Management Philosophy



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

■NAGASE Group Investor Relations Website:
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https://www.nagase.co.jp/english/contact/ir/

These presentation materials contain projections based on forward-looking assumptions, forecasts, and plans as of August 4, 2026
Actual earnings may differ from projections due to risks and uncertainties in the future global economy, competitive landscape, currency exchange rates, etc.

Business Environment Surrounding NAGASE Segments

Industry	FY2025 Trends	FY2026 Trends	Segment
Electrical and Electronic Equipment	Demand and resin market conditions saw slight growth YoY.	Demand and resin market conditions to remain flat.Business opportunities to increase due to OA industrial reorganization.	Materials
Automobiles	EV demand declined, and regional polarization in automotive production intensified, resulting in a slight overall decrease YoY.	Automobile production volumes remained flat.	Materials
Coatings	Automotive applications decreased slightly. Construction applications decreased, resulting in a slight decline in overall performance.	Automotive and construction applications unlikely to recover, with overall performance likely to see a slight decline.	Materials
Semiconductors	AI drove growth, but rising memory prices kept smartphone and PC demand flat.Demand for domestic production expanded in China.Overall YoY performance was favorable.	AI is likely to drive growth, but a decline in the number of smartphones, etc., stemming from memory shortages, to delay a full recovery.Performance in China to remain strong, but U.S.-China tensions remain a concern.	Electronics
Smartphones	High-end sales remained strong, and mid-range and low-end sales segments saw slight growth due to the growing adoption of low-priced models; however, the overall market was flat YoY due to a slowdown in China.	High-end sales to benefit from greater AI usage, but memory shortages are likely to be a headwind.Mid-range and low-end sales to face difficulties, with overall performance likely to decline.	Electronics
Food	Food ingredient sales performed well in Japan.Market growth in food ingredients and nutrition led to favorable performance in Europe and the U.S.	Food ingredient sales performed well in Japan.Market growth in food ingredients and nutrition likely to continue to result in favorable performance in Europe and the U.S.	Life Sciences
Cosmetics	Industry structure changed due to weak consumer demand in China, a key end market, and intensified competition from emerging brands.	Changes in industry structure to continue, while high-value-added strategies by global players and a shift to Southeast Asia by Japanese companies support a gradual demand recovery.	Life Sciences
Medical	Demand for additives, APIs, and intermediates remained strong throughout the year, driven by outsourcing of brand-name products and generic expansion following regulatory changes.	Outsourcing trends for brand-name products and further expansion of the generics market likely to continue, supporting steady demand for additives and APIs.	Life Sciences

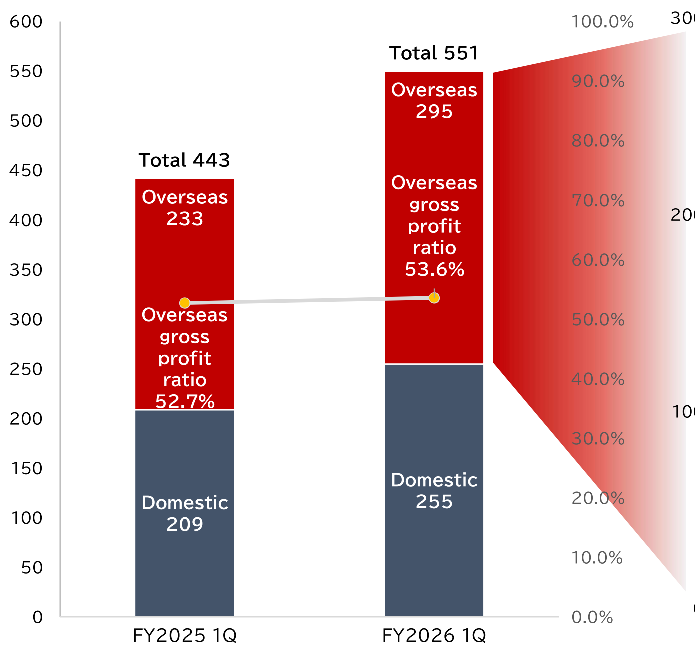
・May not always be consistent with industry trends

・Segment name changes beginning fiscal 2026: Functional Materials, Advanced Materials, and Mobility are now "Materials;" Electronics & Energy is now "Electronics;" and Life & Healthcare is now "Life Sciences"

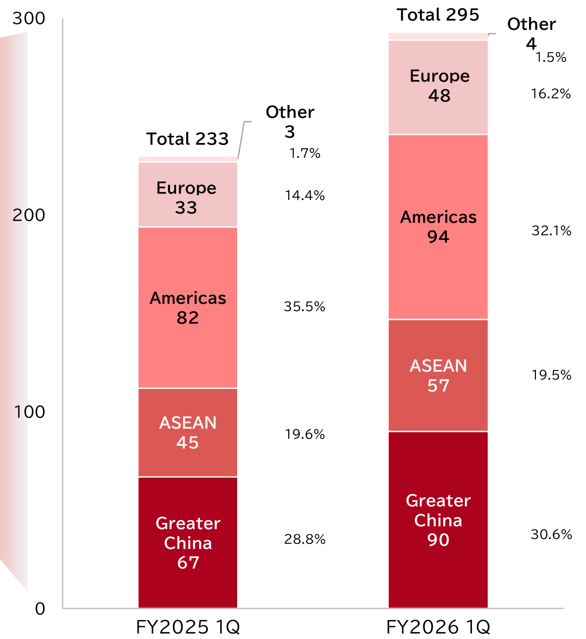
・Fiscal 2026 trends represent the industry trends underlying our full-year earnings forecast, announced on May 7, 2026. As we have not revised our forecasts, the trends presented here are unchanged as well

Gross Profit by Region

Domestic & Overseas Gross Profit(100 millions of yen)



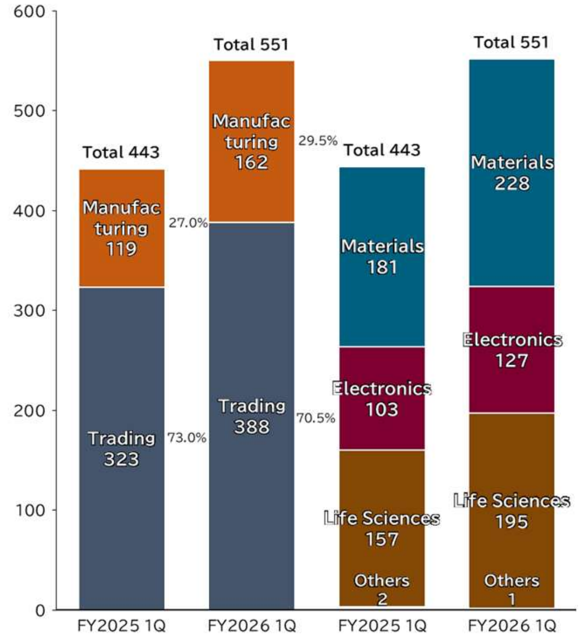
Overseas Gross Profit by Region(100 millions of yen)



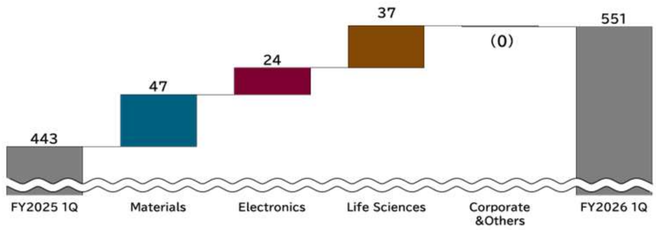
＊Domestic figures under Domestic & Overseas Gross Profit include inter-regional adjustments

Gross Profit by Business & Segment : Two-Year Comparison

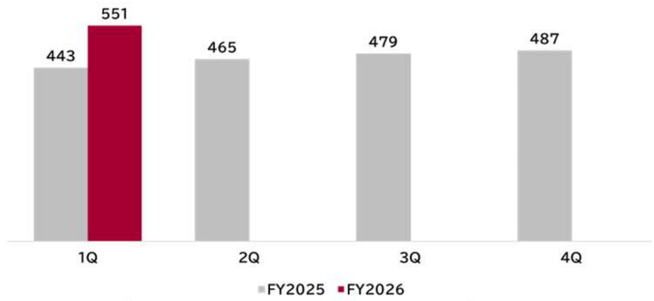
Gross Profit By Business & Segment (100 millions of yen)



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



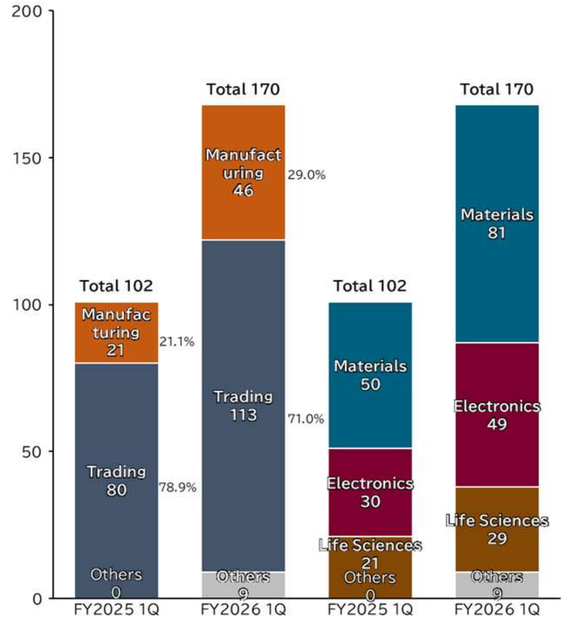
Gross Profit Quarterly Trend (100 millions of yen)



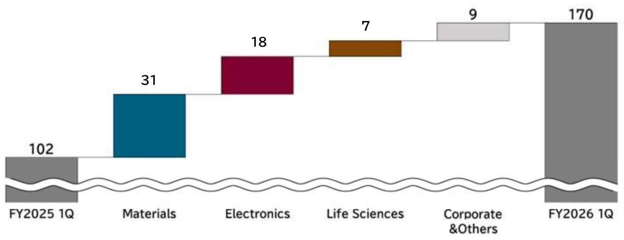
* Beginning with FY2026, we will provide separate disclosures Prinova Group gross profit and operating income under the manufacturing and trading businesses. See the Contents page for details.

Operating Income by Business & Segment : Two-Year Comparison

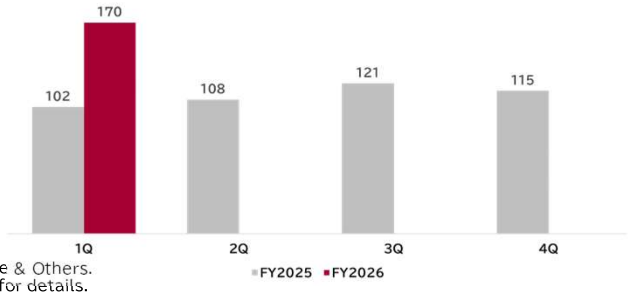
Operating Income By Business & Segment
(100 millions of yen)



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



Operating Income Quarterly Trend (100 millions of yen)



* Calculations of composition ratios by business type do not include Corporate & Others.
* New allocation standards beginning this fiscal year. See the Contents page for details.
* Beginning with FY2026, we will provide separate disclosures Prinova Group gross profit and operating income under the manufacturing and trading businesses. See the Contents page for details.

Sales, Gross Profit, and Operating Income by Quarter

100 millions of yen

Quarterly results			1Q	2Q	3Q	4Q	YTD	FY2026 Forecast / FY2025 Actual	Achievement
Sales		FY2026	2,797				2,797	10,000	28%
		FY2025	2,373	2,424	2,443	2,487	2,373	9,727	
		Change	424				424	272	
Gross profit		FY2026	551				551	1,980	28%
		FY2025	443	465	479	487	443	1,876	
		Change	108				108	103	
	<profit ratio>	FY2026	19.7%				19.7%	19.8%	
		FY2025	18.7%	19.2%	19.6%	19.6%	18.7%	19.3%	
	Manufacturing	FY2026	162				162		
		FY2025	119	135	147	150	119	552	
	Trading	FY2026	388				388		
		FY2025	323	330	332	337	323	1,324	
Operating income		FY2026	170				170	450	38%
		FY2025	102	108	121	115	102	447	
		Change	67				67	2	
	<profit ratio>	FY2026	6.1%				6.1%	4.5%	
		FY2025	4.3%	4.5%	5.0%	4.6%	4.3%	4.6%	
	Manufacturing	FY2026	46				46		
		FY2025	21	21	35	34	21	113	
	Trading	FY2026	123				123		
		FY2025	80	86	85	80	80	333	

* Beginning with FY2026, we will provide separate disclosures Prinova Group gross profit and operating income under the manufacturing and trading businesses. See the Contents page for details.

Segment Overview: Materials

100 millions of yen

Quarterly results		1Q	2Q	3Q	4Q	YTD	FY2026 Forecast / FY2025 Actual	Achievement
Sales	FY2026	1,403				1,403	4,955	28%
	FY2025	1,189	1,240	1,239	1,236	1,189	4,905	
	Change	214				214	49	
Gross profit	FY2026	228				228	776	29%
	FY2025	181	190	191	194	181	757	
	Change	47				47	18	
<profit ratio>	FY2026	16.3%				16.3%	15.7%	
	FY2025	15.2%	15.3%	15.4%	15.8%	15.2%	15.4%	
Manufacturing	FY2026	25				25		
	FY2025	20	21	22	21	20	85	
Trading	FY2026	202				202		
	FY2025	161	168	168	173	161	671	
Operating income	FY2026	81				81	196	42%
	FY2025	50	51	53	59	50	214	
	Change	31				31	(18)	
<profit ratio>	FY2026	5.8%				5.8%	4.0%	
	FY2025	4.2%	4.2%	4.3%	4.8%	4.2%	4.4%	
Manufacturing	FY2026	9				9		
	FY2025	5	5	6	6	5	24	
Trading	FY2026	72				72		
	FY2025	44	45	46	52	44	190	

＊New allocation standards beginning this fiscal year. See the Contents page for details.

Segment Overview: Electronics

100 millions of yen

Quarterly results		1Q	2Q	3Q	4Q	YTD	FY2026 Forecast / FY2025 Actual	Achievement
Sales	FY2026	491				491	1,750	28%
	FY2025	415	431	442	439	415	1,728	
	Change	76				76	21	
Gross profit	FY2026	127				127	479	27%
	FY2025	103	115	120	114	103	453	
	Change	24				24	25	
<profit ratio>	FY2026	25.9%				25.9%	27.4%	
	FY2025	24.8%	26.7%	27.3%	26.0%	24.8%	26.2%	
Manufacturing	FY2026	49				49		
	FY2025	35	47	51	49	35	184	
Trading	FY2026	77				77		
	FY2025	67	67	69	65	67	268	
Operating income	FY2026	49				49	144	34%
	FY2025	30	39	46	36	30	153	
	Change	18				18	(9)	
<profit ratio>	FY2026	10.0%				10.0%	8.2%	
	FY2025	7.4%	9.2%	10.6%	8.3%	7.4%	8.9%	
Manufacturing	FY2026	17				17		
	FY2025	9	15	19	13	9	57	
Trading	FY2026	32				32		
	FY2025	21	24	27	23	21	96	

* New allocation standards beginning this fiscal year. See the Contents page for details.

Segment Overview: Life Sciences

100 millions of yen

Quarterly results		1Q	2Q	3Q	4Q	YTD	FY2026 Forecast / FY2025 Actual	Achievement
Sales	FY2026	902				902	3,294	27%
	FY2025	768	751	760	810	768	3,092	
	Change	133				133	202	
Gross profit	FY2026	195				195	724	27%
	FY2025	157	160	167	179	157	664	
	Change	37				37	60	
<profit ratio>	FY2026	21.6%				21.6%	22.0%	
	FY2025	20.5%	21.3%	22.0%	22.1%	20.5%	21.5%	
Manufacturing	FY2026	87				87		
	FY2025	63	66	72	79	63	282	
Trading	FY2026	107				107		
	FY2025	93	93	94	99	93	381	
Operating income	FY2026	29				29	72	40%
	FY2025	21	17	21	25	21	86	
	Change	7				7	(14)	
<profit ratio>	FY2026	3.2%				3.2%	2.2%	
	FY2025	2.8%	2.4%	2.8%	3.2%	2.8%	2.8%	
Manufacturing	FY2026	20				20		
	FY2025	6	1	9	15	6	32	
Trading	FY2026	8				8		
	FY2025	14	16	11	10	14	53	

* New allocation standards beginning this fiscal year. See the Contents page for details.
* Beginning with FY2026, we will provide separate disclosures Prinova Group gross profit and operating income under the manufacturing and trading businesses. See the Contents page for details.

Overview of Major Manufacturing Subsidiaries: Nagase ChemteX Group

- Gross profit increased by ¥1.0 billion year on year. Operating income increased by ¥0.8 billion year on year.
  - Operating income stemming from sales of formulated epoxy resins increased. LMC sales of products for AI semiconductors increased, while sales of products for mobile devices declined. a-SMC has been adopted as an encapsulant for high-performance IC package substrates used in advanced semiconductors, and we have begun small-volume production.
  - Operating income increased with sales of photolithography materials. Sales remained level year on year; however, cost reductions stemming from efficiency initiatives contributed positively to the results.

100 millions of yen

Quarterly results		1Q	2Q	3Q	4Q	YTD	FY2026 Forecast / FY2025 Actual	Achievement
Sales	FY2026	102				102	356	29%
	FY2025	79	81	85	83	79	330	
	Change	23				23	25	
Gross profit	FY2026	38				38	125	31%
	FY2025	28	29	29	29	28	117	
	Change	10				10	8	
<profit ratio>	FY2026	37.8%				37.8%	35.3%	
	FY2025	35.9%	36.4%	34.2%	35.5%	35.9%	35.5%	
Operating income	FY2026	17				17	37	47%
	FY2025	9	9	9	8	9	37	
	Change	8				8	(0)	
<profit ratio>	FY2026	17.1%				17.1%	10.6%	
	FY2025	12.0%	12.1%	11.5%	10.2%	12.0%	11.5%	

LMC: Liquid Molding Compound

a-SMC: Advanced Sheet Molding Compound

* 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
* Beginning in FY 2026, the figures for the Nagase ChemteX Group include results from Nagase ChemteX (Wuxi) Corp. and Nagase ChemteX America LLC. Accordingly, we have restated results for the previous period in accordance with this new policy for comparative purposes.

Overview of Major Manufacturing Subsidiaries: Nagase Viita

- Gross profit increased by ¥0.2 billion year on year. Operating income increased by ¥0.1 billion year on year.
  - Operating income declined for food ingredients sales. While sales volume was level year on year, rising raw materials prices had a negative impact on results.
  - Operating income increased with sales of cosmetic materials. The increase was due to higher sales volume both in Japan and overseas.

100 millions of yen

Quarterly results		1Q	2Q	3Q	4Q	YTD	FY2026 Forecast / FY2025 Actual	Achievement
Sales	FY2026	93				93	350	27%
	FY2025	86	85	90	84	86	346	
	Change	6				6	3	
Gross profit	FY2026	37				37	136	28%
	FY2025	35	34	36	32	35	139	
	Change	2				2	(3)	
<profit ratio>	FY2026	40.5%				40.5%	38.9%	
	FY2025	41.2%	41.0%	40.6%	38.1%	41.2%	40.3%	
Operating income	FY2026	16				16	51	33%
	FY2025	15	13	15	12	15	57	
	Change	1				1	(6)	
<profit ratio>	FY2026	18.1%				18.1%	14.6%	
	FY2025	17.8%	16.3%	17.2%	14.8%	17.8%	16.5%	
Goodwill amortization etc.	FY2026	4				4	18	
	FY2025	4	4	4	4	4	18	
	Change	0				0	0	
Operating income after amortization burden	FY2026	12				12	32	38%
	FY2025	10	9	10	7	10	38	
	Change	1				1	(6)	

* 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

Overview of Major Manufacturing Subsidiaries: Prinova Group

- Gross profit increased by ¥2.3 billion year on year. Operating income increased by ¥0.5 billion year on year.
  - The manufacturing business saw an increase in operating income. This increase was due to a narrower loss in the Nutrition business stemming from increased sales, as well as higher sales in the Solutions business.
  - The trading business posted a decline in operating income. Although sales and gross profit from food ingredients sales increased, logistics costs and other selling, general, and administrative expenses were higher.

100 millions of yen

Quarterly results		1Q	2Q	3Q	4Q	YTD	FY2026 Forecast / FY2025 Actual	Achievement
Sales	FY2026	641				641	2,420	26%
	FY2025	539	530	514	557	539	2,142	
	Change	101				101	277	
Gross profit	FY2026	105				105	406	26%
	FY2025	82	86	84	95	82	348	
	Change	23				23	57	
<profit ratio>	FY2026	16.4%				16.4%	16.8%	
	FY2025	15.2%	16.2%	16.5%	17.2%	15.2%	16.3%	
Manufacturing	FY2026	36				36		
	FY2025	23	24	26	35	23	109	
Trading	FY2026	68				68		
	FY2025	58	61	58	60	58	239	
Operating income	FY2026	22				22	80	28%
	FY2025	16	19	15	18	16	69	
	Change	5				5	10	
<profit ratio>	FY2026	3.6%				3.6%	3.3%	
	FY2025	3.1%	3.6%	3.0%	3.3%	3.1%	3.3%	
Manufacturing	FY2026	9				9		
	FY2025	0	(1)	3	10	0	13	
Trading	FY2026	13				13		
	FY2025	15	20	12	7	15	56	
Goodwill amortization etc.	FY2026	6				6	26	
	FY2025	6	6	6	7	6	27	
	Change	(0)				(0)	(0)	
Operating income after amortization burden	FY2026	16				16	53	30%
	FY2025	9	12	8	11	9	42	
	Change	6				6	11	
Manufacturing	FY2026	5				5		
	FY2025	(3)	(5)	(0)	6	(3)	(2)	
Trading	FY2026	10				10		
	FY2025	13	17	9	4	13	45	

* Beginning with FY2026, we will provide separate disclosures Prinova Group gross profit and operating income under the manufacturing and trading businesses. See the Contents page for details.