

March 25, 2026

To Whom It May Concern

Company Name: NAGASE & CO., LTD.
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Notice Concerning the Completion of Payment for the Disposal of Treasury Stock
 as Restricted Stock for an Employee Stock Ownership Plan and Partial Forfeiture

On March 25, 2026, Nagase Co., Ltd. (the "Company") completed payment for the disposal of treasury stock as restricted stock for the Employee Stock Ownership Plan ("ESOP"), which is the employee stock ownership plan of the Company. This matter was originally resolved at the Board of Director meeting held on November 6, 2025. The Company also announced a change in the number of shares to be disposed of due to partial forfeiture of rights. For more details, see *Notice Concerning the Disposal of Treasury Stock as Restricted Stock for an Employee Stock Ownership Plan*, published on November 6, 2025, and *Notice Concerning the Determination of Disposal Price for the Disposal of Treasury Stock as Restricted Stock for an Employee Stock Ownership Plan*, published on November 14, 2025.

1. Changes to the Disposal Overview (Changes are underlined)

	After revision	Before revision
(1) Payment date	March 25, 2026	March 25, 2026
(2) Type and number of shares to be disposed	<u>366,200</u> shares of common stock of the Company	<u>450,000</u> shares of common stock of the Company (Note 1)
(3) Disposal price	3,608 yen per share	3,608 yen per share
(4) Total disposal price	<u>1,321,249,600</u> yen	<u>1,623,600,000</u> yen (estimate as of the publication date of this disclosure; <u>value shall be calculated by multiplying the disposal price as described in (3) above by the number of shares disposed as described in (2) above</u>)
(5) Disposal method	Disposal shall be conducted by third-party allotment.	Disposal shall be conducted by third-party allotment.

(6) Allottees	NAGASE & CO. Employee Stock Ownership Plan <u>366,200</u> shares	NAGASE & CO. Employee Stock Ownership Plan <u>450,000</u> shares
(7) Other	The Company has submitted an interim report for this Disposal as required under the Financial Instruments and Exchange Act.	The Company has submitted an interim report for this Disposal as required under the Financial Instruments and Exchange Act.
(Note 1)	<u>Delete</u>	<u>Upon a resolution of the Employee Stock Ownership Plan Board of Directors scheduled to be held November 6, 2025, the ESOP shall collect applications for membership in ESOP after providing NAGASE Group employees with a sufficient notice period. Accordingly, the number of shares to be disposed and total disposal price noted above represents maximums for each figure. The Company intends to confirm the actual total figures for the number of shares to be disposed and disposal price after the membership drive and completion of the subscriber consent confirmation under the Plan.</u>

2. Reasons for the Changes

The Company finalized the number of employee stock ownership plan members who agreed to receive restricted stock through ESOP, resulting in a change in the number of shares for disposal.

3. Future Outlook

No changes were made to the earnings forecast for the current fiscal year as a result of the disposal.

End