

June 8, 2023

Notice of Completion of the Acquisition of Takagi Shares by NSSK as Part of the Capital and Business Alliance

Nippon Sangyo Suishin Kiko (www.nsskjapan.com) is pleased to announce that investment partnerships managed, served or advised by NSSK and/or its affiliates (collectively, “NSSK”) completed the acquisition of equity shares of Takagi Co., Ltd. (together with its affiliates, the “Takagi Group” or the “Company Group”; <https://global.takagi.co.jp>).

Founded in 1961 and incorporated in 1979, headquartered in Kitakyushu City, Fukuoka, the Company Group operates water-related product businesses including the manufacture and sale of faucets and water purifier cartridges. The Company Group operates in three main areas of business (water purifier business, water sprinkler business, and dies & molds business), and has factories in Japan and Vietnam with sales offices in Japan and Australia. In the water purifier business, the Company Group pioneered the faucet integrated water purifier with the launch of the “Mizu-Kobo” in 1999, which has one of the highest adoption rates in new condominiums in Japan, and has contributed to make Takagi Co., Ltd. one of the best-known companies in the water purifier industry. In the water sprinkler business, it has also pioneered the market with the launch of the “Nozzle Five”, a sprinkler nozzle with five different ways of spraying water, in 1980. As a result, it has established the No.1 position in the domestic market by offering a wide range of new customer-oriented products. Its dies and molds business has important functions mainly for in-house use, contributing to the speedy and flexible manufacturing of the Takagi Group’s products.

From an ESG perspective, the use of water purifying cartridges is expected to reduce the negative impact on the environment. The Takagi Group believes its products contribute to the realization of a sustainable society as its products help reduce the use of disposable plastic containers and bottled water, as well as the need for related logistics.

Leveraging the business foundation that the Takagi Group has built, NSSK aims to provide support through its unique NSSK Value-up Program (“NVP”), its business expertise, and its domestic and international network, working with the current management team so that the Company Group can achieve more robust growth in its next stage of development. NSSK will seek to support the planning and implementation of certain business expansion and improvement measures such as executing a major capital expenditure program for its new factory and optimizing its marketing and sales initiatives, among others. NSSK will also assist in the introduction of business management methods, which include establishing data-driven management, strengthening governance and compliance systems, and promoting the Company Group’s corporate philosophy and ESG activities. By supporting the implementation of these initiatives with the current management team, which is expected to continue to manage the

Takagi Group, NSSK believes that the Takagi Group will grow even stronger into the next stage of its development.

NSSK's mission is to build a leading alternative asset investment business in Japan by investing in attractive Japanese companies in partnership with management and contributing to the Environment, Society and Governance of Japan and beyond. NSSK's investment strategy is to generate superior outcomes by applying global investment discipline, operating expertise and human capital to Japanese companies originating from NSSK's proprietary and differentiated sourcing network.

For more information, please contact:

Nippon Sangyo Suishin Kiko
Shohei Akiyama
Atago Green Hills MORI Tower 17F
2-5-1, Atago, Minato-ku, Tokyo, Japan
Tel: +81-3-5401-5600

<Appendix>

Company name:	Takagi Co., Ltd. (https://global.takagi.co.jp)
Founded:	May 1961
Headquarters:	2-4-1, Ishida-Minami, Kokura-Minami-Ku, Kitakyushu City, Fukuoka Pref., Japan
Overview:	Takagi Co., Ltd., together with its affiliates, is a manufacturer and distributor of faucets, water purifiers, and other water-related products. The company group operates its business in three main areas: water purifiers, water sprinklers, and dies and molds. The company group operates not only in Japan, but also has a manufacturing base in Vietnam and a sales office in Australia.