



February 27, 2026

Sale of Best Life by NSSK

Nippon Sangyo Suishin Kiko (“NSSK”, Headquarters: Minato, Tokyo, <https://nssk-japan.com/en/>) is pleased to announce that investment partnerships managed or serviced by NSSK completed the sale of all their shares in Best Life Co., Ltd. (“Best Life”, Headquarters: Osaka City, Osaka, <https://bestlife-ltd.com/>) and its holding company, NSSK-XX Co., Ltd., to Eco Ring Japan Holdings Co., Ltd. (“Eco Ring”, Headquarters: Himeji, Hyogo; Representative: Kazunari Kuwata, <https://ecoring.co.jp/japanholdings/>)

Founded in 2004 and headquartered in Osaka City, Osaka, Best Life operates reuse stores under the “Best Life” brand specializing in the purchase of pre-owned branded goods and precious metals. The company currently operates 42 stores, primarily in the Kansai and Kanto regions. All stores focus exclusively on purchasing services, offering both in-store and home-visit purchasing. Best Life conducts authenticity assessments and purchases a wide range of items, including branded goods, precious metals, and daily household items, which are subsequently sold through wholesale distribution to dealers, auctions, and online channels.

Since the investment in Best Life in January 2023, NSSK has applied its unique NSSK Value-up Program (“NVP[®]”) to provide extensive support across multiple areas, including strengthening governance and compliance frameworks, introducing management techniques such as the visualization of key performance indicators (“KPIs”), and enhancing marketing initiatives to expand the purchasing customer base, promoting the corporate philosophy, and advancing environmental, social, and governance (“ESG”) initiatives. Through these various initiatives, NSSK has supported Best Life in enhancing its corporate value.

Eco Ring is a leading company in the reuse industry, operating approximately 300 branded goods purchasing stores through its group companies. Guided by its philosophy of “delivering inspiring purchasing experiences” and “purchasing a wide range of items,” Eco Ring handles not only branded goods and precious metals but also electronics, household goods, and daily necessities. Recognizing the reuse business as one of the businesses with significant social importance for the future, Eco Ring also actively engages in social contribution initiatives, including educational

outreach programs and pavilion exhibitions at KidZania.

NSSK believes that, as part of the Eco Ring Group, Best Life will be able to further accelerate operational efficiency and sophistication, while achieving sustained growth and enhancing corporate value through the creation of high-quality services.

The growth achieved by Best Life to date is due to the outstanding contributions of the management team and all their employees. NSSK is deeply grateful for the opportunity to have worked alongside them. As this chapter closes and the companies transition from being NSSK group members, NSSK sincerely hopes that the experience to date will serve as a lasting asset for all involved, and that enduring relationships will continue, whether as alumni of NSSK or through ongoing personal connections.

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 ESG goals 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 our proprietary and differentiated sourcing network.

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