

January 25, 2023

Company Name: NAGASE & CO., LTD.
Representative: Kenji Asakura,
Representative Director, President
Stock Exchange Listings:
Tokyo (Prime Market) Code 8012
Contact: Noriyoshi Yamaoka,
Executive Officer, General Manager,
Human Resources & General Affairs Division
Tel: +81-3-3665-3101

Notice Regarding Change in Representative Director (Change of President) and Changes in Personnel for Directors and Executive Officers

At a meeting held January 25, 2023, the NAGASE & CO., LTD. (hereinafter “NAGASE”) Board of Directors resolved to make the following changes in representative director and executive officers as of April 1, 2023, as well as to submit a proposal to appoint directors at the 108th General Shareholders' Meeting scheduled for late June.

Changes in Representative Director (as of April 1)

1. Reason for the Change

NAGASE has decided to change the representative director and president as a means to strengthen and refresh NAGASE's management structure. In doing so, NAGASE aims for the sustainable growth of the NAGASE Group and further enhancement of our corporate value.

2. Details

Name	New	Current
Mr. Hiroshi Nagase	Director, Senior Adviser	Representative Director, Chairman
Mr. Kenji Asakura	Representative Director, Chairman	Representative Director, President and CEO
Mr. Hiroyuki Ueshima	Representative Director, President and CEO	Director

Changes in Director (as of April 1)

1. Details

Name	New	Current
Mr. Reiji Nagase	Director	Director, Vice Chairman

Directors (as of the General Shareholders' Meeting Scheduled for Late June)

1. Director Candidates

Name	Title
Mr. Hiroshi Nagase	Director, Senior Adviser
Mr. Kenji Asakura	Representative Director, Chairman
Mr. Hiroyuki Ueshima	Representative Director, President and CEO
Mr. Masaya Ikemoto	Representative Director
Mr. Masatoshi Kamada	Director
Ms. Ritsuko Nonomiya	Outside Director
Mr. Noriaki Horikiri	Outside Director

2. Newly Appointed Directors

Outside Director Mr. Toshiaki Mikoshiba (former Chairman of Honda Motor Co.Ltd.)

3. Retiring Directors

Director Mr. Reiji Nagase
(to be appointed Advisor of NAGASE & CO., LTD. in late June)

Outside Director Mr. Takahiko Ijichi

Executive Officers

1. Executive Officers (as of April 1)

Name	New	Current
Mr. Hiroyuki Ueshima	President and CEO	Executive Officer
Mr. Masaya Ikemoto	Senior Managing Executive Officer	Managing Executive Officer
Mr. Naoki Yasuba	Managing Executive Officer	Managing Executive Officer
Mr. Takanori Yamauchi	Managing Executive Officer	Managing Executive Officer
Mr. Satoru Fujii	Managing Executive Officer	Managing Executive Officer
Mr. Donald K. Thorp	Managing Executive Officer	Managing Executive Officer
Mr. Kusuo Ota	Managing Executive Officer	Executive Officer
Mr. Masatoshi Kamada	Executive Officer	Executive Officer
Mr. Koichi Sagawa	Executive Officer	Executive Officer

Mr. Ryuichi Uchida	Executive Officer	Executive Officer
Mr. Takeshi Takada	Executive Officer	Executive Officer
Mr. Noriaki Arashima	Executive Officer	Executive Officer
Mr. Noriyoshi Yamaoka	Executive Officer	Executive Officer
Mr. Yoshihisa Shimizu	Executive Officer	Executive Officer
Dr. Xiaoli Liu	Executive Officer	Executive Officer
Mr. Eiroku Oki	Executive Officer	Executive Officer
Mr. Toru Araki	Executive Officer	Executive Officer

2. New Executive Officers (as of April 1)

Executive Officer	Mr. Tamotsu Isobe
Executive Officer	Mr. Kentaro Nagase

3. Retiring Executive Officers (as of March 31)

President and CEO	Mr. Kenji Asakura
Executive Officer	Mr. Akira Takami

New Representative Director Career Highlights

Name: Hiroyuki Ueshima

Date of Birth: November 5, 1965 (57 years old)

Education: Kyoto University, Faculty of Engineering

Career Highlights:

April 1988 Joined the Company

April 2015 General Manager of Corporate Planning Div.

April 2017 Executive Officer and General Manager of Corporate Planning Div.

October 2017 Executive Officer and General Manager of Automotive Solutions Dept.

April 2018 Executive Officer and General Manager of Automotive Solutions Dept., Manager of Nagoya Branch

April 2021 Executive Officer and General Manager of Mobility Solutions Dept.

April 2022 Executive Officer, in charge of Business Development and Europe, and Europe CEO

June 2022 Director, Executive Officer in charge of Business Development and Europe, Europe CEO

Number of the Company's shares held: 22,217 (as of September 2022)

New Director Candidate Career Highlights

Name: Toshiaki Mikoshiba

Date of Birth: November 15, 1957 (65 years old)

Education: Waseda University, School of Education

Career Highlights:

- April 1980 Joined Honda Motor Co., Ltd.
- April 2008 Executive Officer and Representative Director/Vice President of Honda Motor Europe Limited
- April 2011 General Manager, Guangqi Honda Automobile Co., Ltd.
- April 2014 Managing Executive Officer, General Regional Manager, Europe, and President, Honda Motor Europe Limited

- April 2015 Senior Managing Executive Officer, Honda Motor Co., Ltd.
- April 2016 General Manager, North America and President and CEO, Honda North America, Inc.
- June 2017 Senior Managing Director, Honda Motor Co., Ltd.
- April 2019 Chairman, Honda Motor Co., Ltd.
- June 2022 Retired as Director of Honda Motor Co., Ltd.

End

To Whom It May Concern:

Company Name: Representative: Stock Exchange Listings: Contact:	NAGASE & CO., LTD. Kenji Asakura, Representative Director, President Tokyo (Prime Market) Code 8012 Noriyoshi Yamaoka, Executive Officer, General Manager, Human Resources & General Affairs Division (Tel:+81-3-3665-3101)
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NAGASE & CO., LTD. announces the following personnel changes, which are scheduled to take effect on April 1, 2023.

1. Organizational Reform

Establish Global Communication Department.

Transition the Human Resources & General Affairs Division to a department system and rename to Human Resources & General Affairs Department.

Transition the ICT Planning Division to a department system and rename to ICT Planning Dept.

2. Human Resources

New	Current		
Corporate Administration	Corporate Administration	Representative Director	Mr. Masaya Ikemoto
Business Development Europe and Americas	Group Affiliates Americas	Senior Managing Executive Officer	
Group Manufacturing Management Innovation Office	Group Manufacturing Management Innovation Office		
Sales & Marketing Asia	Sales & Marketing Asia Greater China (CEO)	Directors Executive Officer	Mr. Masatoshi Kamada
Group Companies Greater China (CEO) Europe (CEO)	Totaku Industries, Inc.	Managing Executive Officer	Mr. Kusuo Ota
Human Resources & General Affairs Dept. (GM)	Human Resources & General Affairs Div. (GM)	Executive Officer	Mr. Noriyoshi Yamaoka
Performance Chemicals Dept. (GM)	Performance Chemicals Dept. (GM) Nagase Application Workshop (GM)	Executive Officer	Mr. Tamotsu Isobe
Global Communication Dept. (GM)	Marketing Promotion Dept.DX Planning Office	Executive Officer	Mr. Kentaro Nagase
New Value Creation Office (GM)	Electronics Dept. (GM)		Mr. Hironao Makise
ICT Planning Dept. (GM)	ICT Planning Div. (GM)		Mr. Natsuki Imamura
Nagase Application Workshop (GM)	Life & Healthcare Products Dept. (GM)		Mr. Bunji Ono
Audit Office (GM)	Audit Office (Manager)		Mr. Taro Aoki
Electronics Dept. (GM)	Electronics Dept., Electronic Materials (Manager)		Mr. Kazuyuki Sato
Life & Healthcare Products Dept. (GM)	Nagase (Malaysia) Sdn.Bhd. (COO)		Mr. Kenji Okino

End