

January 29, 2026

To Whom It May Concern:

Company Name: NAGASE & CO., LTD.  
 Representative: Hiroyuki Ueshima,  
 Representative Director,  
 President and CEO  
 Stock Exchange Listings:  
 Tokyo (Prime Market) Code 8012  
 Contact: Toshio Wakuda,  
 Executive Officer, General Manager,  
 Human Resources & General Affairs Dept.  
 Tel: +81-3-3665-3082

**Notice Regarding Changes of Directors,**  
**Audit & Supervisory Board Members and Executive Officers**

NAGASE & CO., LTD. hereby announces the following changes of Directors, Audit & Supervisory Board Members and Executive Officers, which were approved at our Board of Directors' meeting today.

**Directors (Effective as of the day of the 111th General Shareholders' Meeting in June)**

1. Directors

Name	New
Kenji Asakura	Representative Director, Chairman
Hiroyuki Ueshima	Representative Director, President and CEO
Tamotsu Isobe	Director
Yoshihisa Shimizu	Director
Hiroshi Nagase	Director, Senior Adviser
Ritsuko Nonomiya	Outside Director
Noriaki Horikiri	Outside Director
Toshiaki Mikoshiba	Outside Director

2. Appointment

Outside Director

Eriko Sakurai

3. Resignation

Director

Masatoshi Kamada

**Audit & Supervisory Board Members (Effective as of the day of the 111th General Shareholders' Meeting in June)**  
Appointment

Outside Audit & Supervisory Board Member (part-time)    Gan Matsui

\* No changes for following Audit & Supervisory Board Members

Outside Audit & Supervisory Board Member                      Masaya Ishida

Audit & Supervisory Board Member                                Akira Takami

Audit & Supervisory Board Member                                Takanori Yamauchi

**Executive Officers**

1 . Executive Officers (Effective as of April 1)

Name	New	Present
Hiroyuki Ueshima	President and CEO	President and CEO
Masaya Ikemoto	Executive Vice President	Executive Vice President
Masatoshi Kamada	Senior Managing Executive Officer	Managing Executive Officer
Tamotsu Isobe	Executive Officer	Executive Officer
Yoshihisa Shimizu	Executive Officer	Executive Officer
Koichi Sagawa	Executive Officer	Executive Officer
Noriyoshi Yamaoka	Executive Officer	Executive Officer
Xiaoli Liu	Executive Officer	Executive Officer
Kentaro Nagase	Executive Officer	Executive Officer
Kazuhiro Hanba	Executive Officer	Executive Officer
Toshio Wakuda	Executive Officer	Executive Officer
Natsuki Imamura	Executive Officer	Executive Officer
Hironao Makise	Executive Officer	Executive Officer
Ryuhei Tashima	Executive Officer	Executive Officer
Kenji Okino	Executive Officer	Executive Officer
Kenichi Kurimoto	Executive Officer	Executive Officer
Daiji Matsuoka	Executive Officer	Executive Officer

2 . Appointment (Effective as of April 1)

Executive Officer	Yoshiyuki Morita
Executive Officer	Koji Yoshida
Executive Officer	Kazuyuki Sato
Executive Officer	Yoshiaki Kashiwagura
Executive Officer	Jeffrey J. Cernohous

**Candidate's Career for Appointment as Outside Director (Newly appointed)**

Name : Eriko Sakurai

Date of birth : November 16th, 1960 (Age : 65)

Education : Graduated from Tohoku University (Ph.D. (Information Science))

Career :

June 1987 Joined Dow Corning Corporation (Currently Dow Silicones Corporation)

May 2008 Director, Dow Corning Toray Co., Ltd. (Currently Dow Toray Co.,Ltd.)

March 2009 Chairman and CEO, Representative Director,  
Dow Corning Toray Co., Ltd. (Currently Dow Toray Co.,Ltd.)

May 2011 Regional President Japan/Korea,  
Dow Corning Corporation (Currently Dow Silicones Corporation)

June 2018 Chairman and CEO, Representative Director, Dow Toray Co., Ltd.

August 2020 President, Representative Director,  
Dow Chemical Japan Limited (Resigned in June 2022)

March 2022 Outside Director, Kao Corporation (Present)

June 2022 Outside Director, Astellas Pharma Inc. (Present)

June 2025 Outside Director, Hitachi, Ltd. (Present)

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NAGASE & CO., LTD. hereby announces the following organizational and personnel changes with effect on April 1, 2026.

### 1. Organizational Changes

1. Establish Group Manufacturing Management Office, and transfer IP & Risk Management Sec. and Group Manufacturing Management Innovation Sec. of Risk Management Div.
2. Transfer Risk Management Div. to Human Resources & General Affairs Dept. and rename it Human Resources & Risk Management Dept.
3. Transfer ICT Planning Div. to Corporate Management Dept.

### 2. Personnel Changes

#### 【New】

#### 【Present】

Advanced Materials&Processing Electronics&Energy Mobility Asia(Greater China,ASEAN,India,Korea,Taiwan)	Advanced Materials&Processing Electronics&Energy Mobility Asia(Greater China,ASEAN,India,Korea,Taiwan)	<u>Mr. Masatoshi Kamada</u> Director Senior Managing Executive Officer
Functional Materials Life & Healthcare Business Development Europe and Americas Corporate Planning Americas (CEO)	Functional Materials Life & Healthcare Business Development Europe and Americas Corporate Planning	<u>Mr. Tamotsu Isobe</u> Director Executive Officer
Audit Office (GM)	Corporate Management Dept. (GM)	<u>Mr. Kazuhiro Hanba</u> Executive Officer
Human Resources & Risk Management Dept. (GM)	Human Resources & General Affairs Dept. (GM)	<u>Mr. Toshio Wakuda</u> Executive Officer
Corporate Management Dept. (GM)	Risk Management Div. (GM) ICT Planning Div.(GM)	<u>Mr. Natsuki Imamura</u> Executive Officer
Nagase ChemteX Corporation Group Manufacturing Management Office (GM)	Nagase ChemteX Corporation (Representative Director, President)	<u>Mr. Yoshiyuki Morita</u> Executive Officer
Polymer Global Account Dept. (GM)	Polymer Global Account Dept. (GM)	<u>Mr. Koji Yoshida</u> Executive Officer
Electronics Dept. (GM)	Electronics Dept. (GM)	<u>Mr. Kazuyuki Sato</u> Executive Officer
Advanced Functional Materials Dept. (Deputy GM)	Advanced Functional Materials Dept. Precision Process Div. (Manager)	<u>Mr. Yoshiaki Kashiwagura</u> Executive Officer
Chief Technology Officer	Nagase Holdings America Corporation (CIO) Interfacial Consultants LLC (COO)	<u>Dr. Jeffrey J. Cernohous</u> Executive Officer