

Directors

Directors

**Mikishi Takamura** March 28, 1956**Chairman, CEO and Representative Director**

April 1980 Joined the Company
April 2002 General Manager, Finance Group, Administrative Department
April 2005 General Manager, Human Resources & General Affairs Group, Administrative Department
April 2006 General Manager, Human Resources & General Affairs Group and General Manager, Investor Relations & Public Relations Section, Administrative Department
April 2008 Deputy Plant Manager, Nagoya Plant
March 2010 Director, General Manager, Administrative Department
April 2012 Director, General Manager, Administrative Division
March 2013 Director, General Manager, Corporate Strategy Department
March 2015 Vice President and Representative Director and General Manager, Corporate Strategy Division
November 2015 President and Representative Director and General Manager, Corporate Strategy Division
January 2016 President and Representative Director (to present)
January 2025 Chairman, CEO and Representative Director (to present)

Attendance: 13/13 times
(100%)

No. of shares held

136 thousand shares

**Hidenori Kobuchi** December 4, 1963**President, COO and Representative Director**

April 1988 Joined the Company
April 2010 General Manager, Adhesive Group, Functional Chemicals Department
April 2013 General Manager, Polymer & Photopolymer Group, Acrylic Products Department
January 2016 General Manager, Polymer & Photopolymer Group, Acrylic Products Department, General Manager, New Products Research Group, Acrylic Products Department
January 2017 General Manager, Polymer Department, Polymer & Oligomer Division
March 2018 Executive Officer, General Manager, Polymer & Oligomer Division, General Manager, Polymer Department, Polymer & Oligomer Division
January 2019 Executive Officer, General Manager, Polymer & Oligomer Division
January 2021 Executive Officer of the Company, President and Representative Director, MT AquaPolymer, Inc.
March 2023 Director, General Manager, Supply Chain Management Division and General Manager, Tokyo Sales Department
January 2024 Vice President and Representative Director and General Manager, Corporate Strategy Division
January 2025 President, COO and Representative Director (to present)

Attendance: 13/13 times
(100%)

No. of shares held

42 thousand shares

**Ken Nomoto** November 16, 1967**Director, CFO and General Manager, Group Corporate Strategy and Administration Division**

April 1990 Joined the Company
January 2021 General Manager, General Affairs & Legal Department, Group Administrative Division
January 2022 General Manager, Sales Administrative Department, Supply Chain Management Division
March 2024 Executive Officer, General Manager, Corporate Planning Department, Corporate Strategy Division; General Manager, Information System Department, Corporate Strategy Division
January 2025 Executive Officer, General Manager, Corporate Planning Department, Group Corporate Strategy and Administration Division
March 2026 Director, CFO and General Manager, Group Corporate Strategy and Administration Division (to present)

New appointment

No. of shares held

24 thousand shares

**Tatsuyuki Nonoyama** August 26, 1965**Director, General Manager, Group Supply Chain Management Division; General Manager, Business Planning Department, Group Supply Chain Management Division; General Manager, Logistics Department, Group Supply Chain Management Division; and General Manager, Tokyo Sales Department**

April 1989 Joined the Company
April 2014 General Manager, Manufacturing Department II, Nagoya Plant
January 2017 General Manager, Oligomer Department, Polymer & Oligomer Division
January 2020 General Manager, Manufacturing Department, Nagoya Plant
January 2021 Plant Manager, Hirono Plant
March 2024 Executive Officer, Plant Manager, Takaoka Plant; General Manager, Business Support Department, Takaoka Plant
March 2026 Director, General Manager, Group Supply Chain Management Division; General Manager, Business Planning Department, Group Supply Chain Management Division; General Manager, Logistics Department, Group Supply Chain Management Division; and General Manager, Tokyo Sales Department (to present)

New appointment

No. of shares held

10 thousand shares

Independent Outside Directors

**Takashi Kato** April 22, 1959**Director**

April 1989 Assistant, Department of Chemical Synthesis, Faculty of Engineering, The University of Tokyo
April 1991 Lecturer, Institute of Industrial Science, The University of Tokyo
July 1993 Associate Professor, Institute of Industrial Science, The University of Tokyo
July 1996 Associate Professor, Department of Chemistry and Biotechnology, School of Engineering, The University of Tokyo
April 1999 Associate Professor, Graduate School of Frontier Sciences, The University of Tokyo
May 2000 Professor, Department of Chemistry and Biotechnology, School of Engineering, The University of Tokyo
September 2016 President, The Japanese Liquid Crystal Society
May 2018 President, The Society of Polymer Science, Japan
October 2019 Deputy Director, Research Center for Water Environmental Technology, School of Engineering, The University of Tokyo
April 2022 Member of the Board, The Asahi Glass Foundation
March 2023 Director of the Company (to present)
April 2025 Specially Appointed Professor, Institute for Aqua Regeneration, Shinshu University (to present)
April 2025 Specially Appointed Professor, Research Institute for Interdisciplinary Science, Okayama University (to present)
June 2025 Professor Emeritus, The University of Tokyo (to present)
June 2025 Member of the Board, Izumi Science and Technology Foundation (to present)

Attendance: 13/13 times
(100%)

No. of shares held

0 thousand shares

**Reiko Ishiyama** September 1, 1968**Director**

January 2005 Joined Tokio Marine Nichido Better Life Service Co., Ltd.
June 2015 Executive Director, Japan Care Manager Association
April 2016 Specialist Officer for Care Management, Promotion Division, Health and Welfare Bureau for the Elderly, Ministry of Health, Labour and Welfare
April 2018 Professor, Department of Health Services Management, International University of Health and Welfare Graduate School (to present)
April 2019 Board Member, Japan Society of Care Management (to present)
June 2022 Board Member, France Bed Home Care Foundation (to present)
June 2023 Board Member, the Japanese Association of Business Management for Long Term Care (to present)
June 2024 Board Member, Kanagawa Welfare Service Promotion Association (to present)
March 2025 Director of the Company (to present)
April 2025 Outside Director, Tokio Marine Nichido Better Life Service Co., Ltd. (to present)

Attendance: 10/10 times
(100%)^{Note 3}

No. of shares held

0 thousand shares

**Yoshiyuki Kobayashi** February 14, 1964**Director**

April 1988 Joined Sankyo Co., Ltd. (currently Daiichi Sankyo Company, Limited)
April 2015 Director, Medicinal Chemistry Research Laboratories, Research & Development Division, Daiichi Sankyo Company, Limited
April 2016 CEO & President, Daiichi Sankyo India Pharma Private Limited
January 2021 Chief Science Officer, Curyo, Inc.
August 2021 Executive Officer and Chief Science Officer, Curyo, Inc.
September 2023 General Manager, Research and Development Division, Cellshoot Therapeutics, Inc.
May 2024 Founded YK BioPharma (to present)
March 2026 Director of the Company (to present)

New appointment

No. of shares held

—

Director (Full-time Audit and Supervisory Committee Member)

**Yoshihito Takahashi** July 16, 1962**Director (Full-time Audit and Supervisory Committee Member)**

April 1986 Joined the Company
April 2011 General Manager, Finance Group, Administrative Department
April 2012 General Manager, Finance Department, Administrative Division
April 2015 General Manager, Purchasing Department, Supply Chain Management Division
January 2017 General Manager, Human Resources Department, Administrative Division
January 2019 General Manager, Office Management Department and General Manager, Administrative Department, Nagoya Plant
January 2020 Deputy Plant Manager and General Manager, Administrative Department, Nagoya Plant
March 2022 Executive Officer, General Manager, Information System Department, Corporate Strategy Division, President and Representative Director, Toa Business Associe Co., Ltd.
March 2024 Director (Audit and Supervisory Committee Member) of the Company (to present)

Attendance: 13/13 times
(100%)

No. of shares held

30 thousand shares

**Toshiyuki Teramoto** September 15, 1958**Director (Audit and Supervisory Committee Member)**

April 1981 Joined Mitsui Bank (currently Sumitomo Mitsui Banking Corporation)
April 2008 Executive Officer, Sumitomo Mitsui Banking Corporation
April 2011 Managing Executive Officer, Sumitomo Mitsui Banking Corporation
April 2014 Director and Senior Managing Executive Officer, Sumitomo Mitsui Banking Corporation
June 2015 Director, Sumitomo Mitsui Financial Group, Inc.
June 2016 Standing Corporate Auditor, Sumitomo Mitsui Financial Group, Inc.
June 2017 Director, Sumitomo Mitsui Financial Group, Inc.
June 2019 Executive Vice President and Executive Officer, HORAI Co., Ltd.
December 2019 Representative Director and President, Executive Officer, HORAI Co., Ltd.
March 2024 Director (Audit and Supervisory Committee Member) of the Company (to present)
October 2024 Representative Director and Chairman, Executive Officer and CEO, HORAI Co., Ltd.
June 2025 Outside Director (Audit and Supervisory Committee Member), ASAX CO., LTD. (to present)
October 2025 Representative Director and Chairman, Executive Officer, HORAI Co., Ltd.
December 2025 Representative Director and Chairman, HORAI Co., Ltd. (to present)

Attendance: 13/13 times
(100%)

No. of shares held

—

Committee Members

**Ikuko Komachiya** July 7, 1963**Director (Audit and Supervisory Committee Member)**

April 1996 Registered as an attorney-at-law
April 1996 Joined Harago & Partners Law Offices
May 2002 Registered as attorney at law of New York State
April 2006 Civil Conciliation Committee Member, Tokyo Summary Court
April 2011 Practicing-Attorney-Professor for Civil Advocacy, the Legal Training and Research Institute of Japan, the Supreme Court of Japan
August 2017 Deputy Secretary General, the Japan Federation of Bar Associations
April 2021 Chairperson, Committee for the Investigation of Broadcasting Ethics, Broadcasting Ethics & Program Improvement Organization (to present)
July 2021 Founded Legal i Plus Law Office (to present)
June 2024 Outside Director, SEIKITOKYU KOGYO CO., LTD. (to present)
March 2025 Director (Audit and Supervisory Committee Member) of the Company (to present)

Attendance: 9/10 times
(90%)^{Note 3}

No. of shares held

0 thousand shares

**Masahiko Enomoto** November 9, 1964**Director (Audit and Supervisory Committee Member)**

July 2014 District Director, Higashimatsuyama Tax Office
July 2015 District Director, Ebara Tax Office
July 2016 Chief Investigator, Criminal Investigation Department, Tokyo Regional Taxation Bureau
July 2017 Senior Internal Inspector, dispatched to Tokyo, Commissioner's Secretariat, National Tax Agency
July 2019 Director, Personnel Evaluation Division, Planning and Administration Department, Tokyo Regional Taxation Bureau
July 2020 Chief Internal Inspector, dispatched to Osaka, Commissioner's Secretariat, National Tax Agency
July 2021 Director, Collection Department, Sendai Regional Taxation Bureau
July 2022 Chief Internal Inspector, Commissioner's Secretariat, National Tax Agency
July 2024 Regional Commissioner, Sapporo Regional Taxation Bureau
October 2025 Certified Public Tax Accountant, Enomoto Masahiko Tax Accountant Office (to present)
January 2026 Outside Director, Bizup Research Institute Inc. (to present)
March 2026 Director (Audit and Supervisory Committee Member) of the Company (to present)

New appointment

No. of shares held

—

Note 1: Current positions and main concurrent positions are as of March 31, 2026.

Note 2: The above number of shares held reflects the number of shares held beneficially as of February 28, 2026. It also includes the number of shares held beneficially through the Toagosei Directors Stock Ownership Association.

Note 3: For directors who joined the Board on March 28, 2025, attendance figures cover meetings held from that date onward.