



November 19, 2025

Company name: Toagosei Co., Ltd.

Code number : 4045

Representative: Hidenori Kobuchi, President, COO and
Representative Director

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Toagosei Announces Organizational and Officer Changes

Toagosei Co., Ltd. (the “Company”) hereby announces that, at the Board of Directors meeting held on November 19, 2025, it was resolved to implement organizational changes effective January 1, 2026. In addition, the appointments of officers (Directors, Executive Officers, and Fellows) have been determined as set forth below.

1. Purpose

Under the upcoming Medium-Term Management Plan, the Company aims to achieve an advanced integration of innovation and operational efficiency, thereby realizing the swift introduction of cutting-edge new products and the generation of significant results. Furthermore, by fully leveraging the accumulation derived from past capital investments and research and development, the Company seeks to achieve the sustainable and steady enhancement of corporate value.

2. Organizational Changes (Effective January 1, 2026)

(1) Strengthening Chemical Substance Management

In light of the increasing need for autonomous management of chemical substances, the Company will establish the Chemicals Substance Management Section to centrally manage chemical substances both domestically and internationally. Through this initiative, the effectiveness of the organizational management system will be further reinforced, ensuring strict compliance with laws and regulations as well as thorough consideration for safety and the environment.

(2) Enhancement of Innovative Production Process Development and Establishment of Next-Generation Operation Models

To achieve the swift market introduction of newly developed products and the early expansion of profits, the Company will establish the Productive Technology Innovation Center. In addition, the Company will strengthen its production framework by creating the Process Development Section, which will promote efficient operations across multiple manufacturing sites and establish next-generation operation models, as well as the Electrolysis-Plant Integration Section, which will oversee the integrated operation of the three electrolysis plants.

3. Changes in Officers

◆Changes in Directors (Effective January 1, 2026)

New Position	Current Position	Name
▽Director	(Director, General Manager, Technology & Production Administrative Div and Research & Development Administrative Div)	Etsuzo Marumoto
▽Director, President, MT AquaPolymer, Inc.	(Director, General Manager, Group Supply Chain Management Div and General Manager, Business Planning Dept Group Supply Chain Management Div and General Manager, Logistics Dept Group Supply Chain Management Div and General Manager, Tokyo Sales Dept)	Shoji Takayama
▽Director, President, Aron Kasei Co., Ltd.	(Director, CFO and General Manager, Group Corporate Strategy and Administration Div)	Akihiko Matsuda

Note: CFO = Chief Financial Officer

◆Changes in Executive Officers (Effective January 1, 2026)

New Position	Current Position	Name
▽Executive Officer, CFO and General Manager, Group Corporate Strategy and Administration Div	(Executive Officer, General Manager, Corporate Planning Dept Group Corporate Strategy and Administration Div)	Ken Nomoto
▽Executive Officer, General Manager, Group Supply Chain Management Div and General Manager, Business Planning Dept, Group Supply Chain Management Div and General Manager, Logistics Dept Group Supply Chain Management Div and General Manager, Tokyo Sales Dept	(Executive Officer, Plant Manager, Takaoka Plant General Manager, Business Support Dept, Takaoka Plant)	Tatsuyuki Nonoyama
▽Executive Officer, General Manager, Technology & Production Administrative Div and Research & Development Administrative Div	(Executive Officer, Plant Manager, Nagoya Plant. General Manager, Business Support Dept, Nagoya Plant)	Koji Nomura
▽Executive Officer	(Executive Officer, President, Aron Kasei Co., Ltd.)	Susumu Miho
▽Executive Officer	(Executive Officer, Branch Manager of Osaka Branch)	Naomitsu Terao
▽Executive Officer, President, Toagosei America Inc.	(Executive Officer, General Manager, Aron Alpha Div General Manager, Consumer Product Marketing Dept, Aron Alpha Div)	Yutaka Sasaki
▽Executive Officer, Branch Manager, Osaka Branch	(Executive Officer, General Manager, Performance Chemicals Div General Manager, Performance Electronics Material Dept General Manager, Amenity Care & Electronics Material Dept President, Toagosei KOREA Co., Ltd.)	Atsushi Tamura
▽Executive Officer	(Executive Officer, Plant Manager, Yokohama Plant General Manager, Business Support Dept, Yokohama Plant)	Junichi Kato
▽Executive Officer, General Manager, Corporate Planning Dept Group Corporate Strategy and Administration Div	(Executive Officer, President, Toagosei America Inc.)	Eiichi Okazaki
▽Executive Officer, General Manager of Technology Administrative Dept	(Executive Officer, President, MT AquaPolymer, Inc.)	Koji Kimura

▽Executive Officer, Research Manager, Nagoya Criatio R & D Center	(Executive Officer, Research Manager of the Kawasaki Frontience R&D Center General Manager, R&D Planning Dept, Research & Development Administrative Div)	Hideo Matsuzaki
▽Executive Officer, General Manager, Commodity Chemicals Div	(Executive Officer, General Manager, Commodity Chemicals Div General Manager, Acrylic Monomer Products Dept)	Kenji Namiki
▽Executive Officer, General Manager, New Products Development Div	(Executive Officer, General Manager, New Products Development Div and General Manager, Mobility Dept, New Products Development Div)	Toshiaki Takei
▽General Manager, Performance Chemicals Div. General Manager, Performance Electronics Material Dept General Manager, Amenity Care & Electronics Material Dept President, Toagosei KOREA Co., Ltd.	(General Manager, Sustainability Div)	Ryuji Takano

Note: CFO = Chief Financial Officer

◆Changes in Fellows (Effective January 1, 2026)

New Position	Current Position	Name
▽Fellow, Research Manager of the Kawasaki Frontience R&D Center	(Fellow, Reseach Manager, Nagoya Criatio R & D Center)	Michihiro Kaai

◆Appointment of New Directors

(Scheduled for the Annual General Meeting of Shareholders in late March 2026)

New Position	Former Position	Name
▽Director, CFO and General Manager, Group Corporate Strategy and Administration Div	(Executive Officer, CFO and General Manager, Group Corporate Strategy and Administration Div)	Ken Nomoto
▽Director, General Manager, Group Supply Chain Management Div and General Manager, Business Planning Dept Group Supply Chain Management Div and General Manager, Logistics Dept., Group Supply Chain Management Div and General Manager, Tokyo Sales Dept	(Executive Officer, General Manager, Group Supply Chain Management Div and General Manager, Business Planning Dept Group Supply Chain Management Div and General Manager, Logistics Dept Group Supply Chain Management Div and General Manager, Tokyo Sales Dept)	Tatsuyuki Nonoyama

◆Appointment of New Outside Directors

(Scheduled for the Annual General Meeting of Shareholders in late March 2026)

New Position	Current Position	Name
▽Outside Director	Representative Partner, YK BioPharma	Yoshiyuki Kobayashi
▽Outside Director (Audit and Supervisory Committee Member)	Certified Public Tax Accountant	Masahiko Enomoto

Note: Mr. Yoshiyuki Kobayashi and Mr. Masahiko Enomoto satisfy the requirements for Independent Directors as stipulated by the Tokyo Stock Exchange and are scheduled to be reported as Independent Directors to the Exchange.

◆Changes in Directors

(Scheduled for the Annual General Meeting of Shareholders in late March 2026)

New Position	Former Position	Name
▽Executive Officer, President, Aron Kasei Co., Ltd.	(Director, President, Aron Kasei Co., Ltd.)	Akihiko Matsuda
▽Executive Officer, President, MT AquaPolymer, Inc.	(Director, President, MT AquaPolymer, Inc.)	Shoji Takayama
▽Advisor	(Director)	Etsuzo Marumoto
▽Retired	(Outside Director)	Masahiko Ito
▽Retired	(Outside Director Audit and Supervisory Committee Member)	Nobuhiko Takano

◆Appointment of New Executive Officers (Late March 2026)

New Position	Former Position	Name
▽Executive Officer, Plant Manager, Takaoka Plant General Manager, Business Support Dept, Nagoya Plant	(Plant Manager, Takaoka Plant General Manager, Business Support Dept, Nagoya Plant)	Koji Deguchi
▽Executive Officer, General Manager, Aron Alpha Div., General Manager, Consumer Product Marketing Dept, Aron Alpha Div, General Manager, Global Dept, Aron Alpha Div	(General Manager, Aron Alpha Div General Manager, Consumer Product Marketing Dept Aron Alpha Div General Manager, Global Dept, Aron Alpha Div)	Kentaro Mori
▽Executive Officer, Plant Manager, Nagoya Plant, General Manager, Technology Development Dept, Nagoya Plant	(Plant Manager, Nagoya Plant, General Manager, Technology Development Dept, Nagoya Plant)	Hiroki Goto

◆Changes in Executive Officers (Late March 2026)

New Position	Former Position	Name
▽Senior Executive Officer, General Manager, Technology & Production Administrative Div and Research & Development Administrative Div	(Executive Officer, General Manager Technology & Production Administrative Div and Research & Development Administrative Div)	Koji Nomura
▽Advisor	(Executive Officer)	Susumu Miho
▽Counselor	(Executive Officer)	Naomitsu Terao
▽Counselor	(Executive Officer)	Junichi Kato