November 18, 2026

Company name: Toagosei Co., Ltd.
Code number : 4045
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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 18, 2026, it was resolved to implement organizational changes effective January 1, 2027. In addition, the appointments of officers (Directors and Executive Officers) have been determined as set forth below.

1. Purpose

The business environment is undergoing significant change, driven by the advancement of AI, the transformation of the mobility industry, and growing demand for high-performance materials. To respond to these changes and advance the growth strategies set forth in the Medium-Term Management Plan, the Company will reorganize its research and development structure and manufacturing-site organizations. Through these measures, the Company aims to strengthen research and development capabilities in its focus areas, review the organizational framework for new product development, process development, and plant operations, accelerate the commercialization of development projects, and further enhance operational technologies.

2. Organizational Changes (Effective January 1, 2027)

(1) Strengthening Research and Development Functions in Focus Areas

The Company will reorganize its research and development structure in the fields of mobility, advanced materials and semiconductors in order to respond more quickly to market needs and accelerate the commercialization of research themes. To enhance specialization and agility, the Mobility Products Research Laboratory and New Products Research Laboratory will be reorganized into the Mobility Materials Research Center and Advanced Materials Research Center, respectively. In addition, the semiconductor materials laboratory will be established at the Kawasaki

Frontience R&D Center to strengthen research and development of semiconductor-related materials. The Fundamental Core Technology Laboratory of the Nagoya Criatio R&D Center will be transferred to the Research & Development Administrative Division, while the Research Solution Department will be reorganized under the Mobility Materials Research Center and the Advanced Materials Research Center.

(2) Improving Efficiency in New Product Development and Plant Operations

The Company will reorganize part of its manufacturing-site structure to facilitate the rapid transfer of development projects to production and strengthen collaboration between process development and plant operations. By integrating new product development, process development, and operational functions within a unified organizational framework, the Company will establish a system that promotes closer coordination among these functions and enables manufacturing activities to be carried out more rapidly and efficiently

3. Changes in Officers

◆Changes in Directors (Effective January 1, 2027)

New Position	Current Position	Name
▽Director, CFO and General Manager, Group Corporate Strategy & Administration Division; concurrently General Manager, Human Resources Development Department	(Director, CFO and General Manager, Group Corporate Strategy & Administration Division)	Ken Nomoto

Note: CFO = Chief Financial Officer

◆Changes in Executive Officers (Effective January 1, 2027)

New Position	Current Position	Name
▽Executive Officer, Branch Manager, Osaka Branch; concurrently Branch Manager, Nagoya Branch	(Executive Officer, Branch Manager, Osaka Branch)	Atsushi Tamura
▽Executive Officer	(Executive Officer, President, TG Corporation)	Kazutaka Yamada
▽Executive Officer	(Executive Officer, Branch Manager, Nagoya Branch; concurrently President, Toa Techno-Gas Co., Ltd.)	Fumito Furukawa
▽Executive Officer, Research Manager, Advanced Materials Research Center	(Executive Officer, Research Manager, Nagoya Criatio R&D Center)	Hideo Matsuzaki
▽Executive Officer, General Manager, Polymer and Oligomer Division	(Executive Officer, General Manager, Polymer and Oligomer Division; concurrently General Manager, Oligomer Department, Polymer and Oligomer Division)	Hiroaki Ishii

◆Appointment of New Executive Officers (Late March 2027)

New Position	Former Position	Name
▽Executive Officer, General Manager, Business Division, Aron Kasei Co., Ltd.	(General Manager, Business Division, Aron Kasei Co., Ltd.)	Hiroaki Suzuki
▽Executive Officer, General Manager, Quality Assurance Department, Engineering & Production Division	(General Manager, Quality Assurance Department, Engineering & Production Division)	Miyuki Yamada
▽Executive Officer, President, TOA TECHNOGAS CO., LTD.; concurrently Division Director, Administration Division; and General Manager, Hokuriku Sales Department	(President, TOA TECHNOGAS CO., LTD.; concurrently Division Director, Administration Division; and General Manager, Hokuriku Sales Department)	Shigeru Ayusawa
▽Executive Officer, Research Manager, Mobility Materials Research Center	(Research Manager, Mobility Materials Research Center)	Toshihisa Ishihara
▽Executive Officer, Plant Manager, Yokohama Plant; concurrently General Manager, Business Support Department; Plant Manager, Kawasaki Plant	(Plant Manager, Yokohama Plant; concurrently General Manager, Business Support Department; Plant Manager, Kawasaki Plant)	Tsutomu Onishi

◆Changes in Executive Officers (Late March 2027)

New Position	Former Position	Name
▽Counselor	(Executive Officer)	Kazutaka Yamada
▽Counselor	(Executive Officer)	Fumito Furukawa