

Announcement Concerning Officer Changes

KH Neochem Co., Ltd. (TSE: 4189, President and CEO: Michio Takahashi; "KH Neochem") hereby announces that officer changes as specified below were decided at its Board of Directors meeting held on January 30, 2026. The changes will be formally decided at the Ordinary General Meeting of Shareholders to be held and the subsequent meeting of the Board of Directors in March 2026.

For KH Neochem's officer structure after such changes, please see the List of Responsibilities Delegated to Officers as shown in the attached Schedule.

1. Director Changes (effective from the date of the Ordinary General Meeting of Shareholders to be held in March 2026)

(1) Candidates for Board Directors to Newly Assume Office

Board Directors who are not Audit and Supervisory Committee Members:

New Title	Present Title	Name
Board Director	Advisor to the CFO	Taro Hasuo

Board Directors who are Audit and Supervisory Committee Members:

New Title	Present Title	Name
Board Director (Independent and Outside)	—	Yoji Murohashi

(2) Resigning Board Directors

Board Directors who are not Audit and Supervisory Committee Members:

Present Title	Name
Board Director	Masaya Hamamoto

Board Directors who are Audit and Supervisory Committee Members:

Present Title	Name
Board Director (Independent and Outside)	Kazuhiro Kawai

2. Corporate Officer Changes (effective from the Ordinary Board of Directors meeting to be held in March 2026)

(1) Corporate Officers to Newly Assume Office

New Title	Former Title	Name
Senior Corporate Officer; Chief Financial Officer (CFO)	Advisor to the CFO	Taro Hasuo
Corporate Officer; General Manager, Chiba Plant	Deputy General Manager, Chiba Plant	Takayuki Kobayashi
Corporate Officer; General Manager, Technology Development Center	General Manager, Technology Development Center	Toshihiro Inayama
Corporate Officer; General Manager, Yokkaichi Plant	Deputy General Manager, Yokkaichi Plant; Head of Yokkaichi Plant Planning	Hiroshi Matsuoka
Corporate Officer; Head of Corporate Communications and Investor Relations	Head of Corporate Communications and Investor Relations	Satoshi Kozasa

(2) Resigning Corporate Officers

Present Title	Name
Executive Corporate Officer; Chief Technical Officer (CTO)	Toshihiro Matsuoka*
Senior Corporate Officer; Chief Financial Officer (CFO)	Masaya Hamamoto
Corporate Officer; Head of Production Planning and Engineering	Toshiaki Ogata
Corporate Officer; General Manager, Chiba Plant	Akio Nakahashi

*Planned to assume office as an Advisor.

(3) Promotion and Changes in Delegated Responsibilities

New Title	Former Title	Name
Executive Corporate Officer; Chief Strategic Officer (CSO); Head of Corporate Planning	Corporate Officer; CSO; Head of Corporate Planning	Toshiaki Fujima
Senior Corporate Officer; Chief Technical Officer (CTO); Head of Production Planning and Engineering	Senior Corporate Officer; General Manager, Yokkaichi Plant	Hideo Kurokawa

End

[Contact information for this matter]

Corporate Communications and Investor Relations

KH Neochem Co., Ltd.

kouhou@khneochem.co.jp

Schedule

KH Neochem Co., Ltd.

List of Responsibilities Delegated to Officers (Proposed)

(Scheduled to be effective as of March 26, 2026)

Board Directors who are not Audit and Supervisory Committee Members:

Position	Name	Other Delegated Responsibilities
Representative Director, President & CEO	Michio Takahashi	Nomination and Compensation Advisory Committee Member
Board Director	Toshiaki Fujima	Chairperson of Sustainability Committee
Board Director (Specified)	Taro Hasuo	—
Board Director (Independent and Outside)	Sayoko Miyairi	Nomination and Compensation Advisory Committee Member
Board Director (Independent and Outside)	Jun Tsuchiya	Nomination and Compensation Advisory Committee Member
Board Director (Independent and Outside)	Yuji Kikuchi	Chairperson of Nomination and Compensation Advisory Committee

Board Directors who are Audit and Supervisory Committee Members:

Position	Name	Other Delegated Responsibilities
Board Director (Specified)	Isao Takahashi	Chairperson of Audit and Supervisory Committee / Selected Audit and Supervisory Committee Member
Board Director (Independent and Outside)	Keiko Tamura	Audit and Supervisory Committee Member
Board Director (Independent and Outside)	Yoji Murohashi	Audit and Supervisory Committee Member

Audit and Supervisory Committee Member
(Substitute, Outside)

Junko Imura

Corporate Officers:

Position	Name	Title	Responsibilities	Other Delegated Responsibilities
Chief Executive Officer	Michio Takahashi	Chief Executive Officer (CEO)	—	Internal Audit
Executive Corporate Officer	Toshiaki Fujima	Chief Strategic Officer (CSO); Head of Corporate Planning	Corporate Planning / Environment, Safety and Quality	Assistant to overall management, Officer Responsible for Environment and Safety,

			Assurance / Intellectual Property / Information Technology / Subsidiaries	Officer Responsible for Quality Assurance, Chairperson of Environmental Safety Committee, Officer in charge of Cybersecurity
Senior Corporate Officer	Yukihiro Isogai	Chief Marketing Officer (CMO)	Sales & Marketing / Business Service and Logistics / Innovation Strategy	—
Senior Corporate Officer	Hideki Shimizu	Chief Procurement Officer (CPO); Head of Procurement	—	—
Senior Corporate Officer	Hideo Kurokawa	Chief Technical Officer (CTO); Head of Production Planning and Engineering	Production Planning Engineering / Yokkaichi Plant / Chiba Plant / Technology Development Center	Chairperson of Energy Management Committee
Senior Corporate Officer	Taro Hasuo	Chief Financial Officer (CFO)	FP&A, Accounting and Finance / Corporate Communications and Investor Relations	—
Corporate Officer	Yoshiaki Kondo	Head of Environment, Safety and Quality Assurance	—	—
Corporate Officer	Atsushi Tokumitsu	President of Kurogane Kasei Co., Ltd.	—	—
Corporate Officer	Katsunori Sato	Head of Sales & Marketing	—	—
Corporate Officer	Takatoshi Fujii	Chief Human Resource Officer (CHRO); Head of Human Resources	—	—
Corporate Officer	Maki Sato	Chief Legal Officer (CLO); Head of Corporate	—	Chairperson of Risk Management Committee; Officer in charge of Compliance

		Administration, Legal and Compliance		
Corporate Officer	Takayuki Kobayashi	General Manager, Chiba Plant	—	—
Corporate Officer	Toshihiro Inayama	General Manager, Technology Development Center	—	—
Corporate Officer	Hiroshi Matsuoka	General Manager, Yokkaichi Plant	—	—
Corporate Officer	Satoshi Kozasa	Head of Corporate Communications and Investor Relations	—	—

End