



March 3, 2026

To our shareholders:

Company name: Aica Kogyo Company, Limited
Stock code: 4206 Tokyo Stock Exchange Prime Market/
Nagoya Stock Exchange Premier Market
Representative: Kenji Ebihara, President
Inquiries: Hideaki Morishima, Senior Executive Officer
Human Resources Department
(Tel: +81-52-533-3134)

Notice Concerning Executive Appointments

Aica Kogyo Co., Ltd. (the “Company”) hereby announces that at a meeting of the Board of Directors held today, it has decided on the following appointments effective June 23, 2026, Directors, Audit and Supervisory Committee Members, and Substitute Audit and Supervisory Committee Member and effective April 1, 2026, Executive Officers.

The appointments of Directors, Audit and Supervisory Committee Members, and Substitute Audit and Supervisory Committee Member are scheduled to be formally approved at the 126th Ordinary General Meeting of Shareholders scheduled for June 23, 2026, and subsequently at the Board of Directors and Audit Committee Meetings.

1. Candidates for Directors (excluding Directors who are Members of the Audit and Supervisory Committee) [As of June 23, 2026] (To be proposed at the 126th Ordinary General Meeting of Shareholders scheduled for June 23, 2026)

Name	New Position Title	Current Position Title
Yuji Ono	Representative Director *1	Representative Director *1
Kenji Ebihara	Representative Director *2	Representative Director *2
Nobuyuki Omura	Director	Director

Yuji Iwatsuka	Director	Director
Hiroshi Kanie	Director (Outside)	Director (Outside)
Yoko Noguchi	Director (Outside) 【New Appointment】	—

*1 The current Representative Director and Chairman is scheduled to assume the same position in the new position title.

*2 The current Representative Director and President is scheduled to assume the same position in the new position title.

【Candidates for New Directors】

Yoko Noguchi 【Name on the Family Register : Yoko Haruma】

(Career summary)

October. 2001	Registered as an attorney at law, Joined Daini Tokyo Bar Association Joined Torikai Law Office
November 2002	Part-time employee, Chuo Mitsui Trust and Banking Co., Ltd. (currently Sumitomo Mitsui Trust Bank, Ltd.)
November 2003	Joined Nagoya Bar Association Joined Ishihara Law Office
October 2006	Established Haruma & Noguchi Law Office (currently and LEGAL LPC)
June 2007	Outside Auditor, Geo Corporation (currently Geo Holdings Corporation).
June 2009	Outside Auditor, Japan Material Co., Ltd.
August 2014	Outside Director, ICHIBANYA CO., LTD.
July 2015	Outside Director, NADEX CO., LTD. (present)
August 2015	Outside Director (Audit and Supervisory Committee Member), ICHIBANYA CO., LTD. (present)
August 2019	Outside Director (Audit and Supervisory Committee Member), HAMAYUU.CO., LTD. (present)
April 2023	Auditor, Aichi Guarantee (present)

2. Candidates for Directors who are Audit and Supervisory Committee Members [As of June 23, 2026] (To be proposed at the 126th Ordinary General Meeting of Shareholders scheduled for June 23, 2026)

Name	New Position Title	Current Position Title
Ryoji Mori	Director Audit and Supervisory Committee Members	Director Audit and Supervisory Committee Members
Mitsuko Yamamoto	Director Audit and Supervisory Committee Members (Outside)	Director Audit and Supervisory Committee Members (Outside)
Ryoko Fukaya	Director Audit and Supervisory Committee Members (Outside) 【New Appointment】	—

【Candidate for Director as a Newly Appointed Audit and Supervisory Committee Member】

Ryoko Fukaya

(Career summary)

October 1999	Joined Chuo Audit Corporation
April 2003	Registered as a Certified Public Accountant
August 2007	Joined KPMG AZSA LLC
April 2011	Established Ryoko Fukaya Accounting Office
March 2017	Registered as a Certified Tax Accountant
September 2022	Outside Director (Audit and Supervisory Committee Member), ASAHI INTECC CO., LTD. (present)

3. Candidate for Director as Substitute Audit and Supervisory Board Member [As of June 23, 2026] (To be proposed at the 126th Ordinary General Meeting of Shareholders scheduled for June 23, 2026)

Name	New Position Title	Current Position Title
Ryota Mori	Substitute Audit and Supervisory Committee Members (Outside) 【New Appointment】	—

【Candidate for Director as Substitute Audit and Supervisory Board Member】

Ryota Mori

(Career summary) December, 2010

Registered as an attorney at law,

Joined Aichi Bar Association

Joined Tomishima & Ogawa Law Office

(currently Tomishima, Ogawa & Mori Law Office)

4. Director scheduled to retire **【As of June 23, 2026】**

(1) Director (excluding Director who are Audit and Supervisory Committee Member)

Name	Current Position Title
Ayako Shimizu	Director (Outside)

(2) Director who are Audit and Supervisory Committee Member

Name	Current Position Title
Shoji Miyamoto	Director Audit and Supervisory Committee Member (Outside)

5. Executive Officer Appointments **【As of April 1, 2026】**

※A director also serves as an executive officer.

Name	New Position	Current Position
※Kenji Ebihara	Representative Director, President & Executive Officer	Representative Director, President & Executive Officer
※Nobuyuki Omura	Director & Senior Executive Officer President of International Business Unit Director and Chairman, AICA Asia Pacific Holding Pte. Ltd. Director and President, Aica Asia Laminates Holding Co., Ltd.	Director & Senior Executive Officer President of International Business Unit Director and Chairman, AICA Asia Pacific Holding Pte. Ltd. Director and President, Aica Asia Laminates Holding Co., Ltd.

Name	New Position	Current Position
※Yuji Iwatsuka	Director & Managing Executive Officer President of Laminates & Building Materials Business Unit Responsible for Laminates & Building Materials Segment	Director & Managing Executive Officer President of Laminates & Building Materials Business Unit Responsible for Laminates & Building Materials Segment Chief General Manager, Sales Division
Toyoaki Ichikawa	Managing Executive Officer Finance Department International Planning Department	Managing Executive Officer Finance Department International Planning Department
Nobuyoshi Sakai	Senior Executive Officer Sustainability Development Department Corporate Planning Department	Senior Executive Officer Sustainability Development Department Corporate Planning Department
Masashige Adachi	Senior Executive Officer Chief General Manager Sales Divisions	Senior Executive Officer Tokyo Metropolitan Area Senior General Manager Tokyo Branch Manager General Manager Operation Department
Lee Kin Seng	Senior Executive Officer Director and CEO, AICAAsia Pacific Holding Pte. Ltd.	Senior Executive Officer Director and CEO, AICAAsia Pacific Holding Pte. Ltd.
Hideaki Morishima	Senior Executive Officer General Affairs Department, Human Resources Department Legal Department., Internal Audit Unit.	Senior Executive Officer General Affairs Department, Human Resources Department Legal Department., Internal Audit Unit., Digital Innovation Development Department

Name	New Position	Current Position
Koshi Suzuki	Senior Executive Officer 【Promotion】 Deputy President of Laminates & Building Materials Business Unit General Manager of Production Division, Laminates & Building Materials Business Unit, General Manager of Production Engineering Department, Production Division, Laminates & Building Materials Business Unit, Representative Director and President, AICA Harima Kogyo Co., Ltd.	Executive Officer Deputy President of Laminates & Building Materials Business Unit General Manager of Production Division, Laminates & Building Materials Business Unit, General Manager of Production Engineering Department, Production Division, Laminates & Building Materials Business Unit, Representative Director and President, AICA Harima Kogyo Co., Ltd.
Katsuhisa Sato	Senior Executive Officer 【Promotion】 President of Chemical Products Business Unit	Executive Officer President of Chemical Products Business Unit Deputy Chief General Manager Sales Division
V. J. Ho	Executive Officer Chairman, EVERMORE CHEMICAL INDUSTRY CO., LTD.	Executive Officer Chairman, EVERMORE CHEMICAL INDUSTRY CO., LTD.
Hirokatsu Tanabe	Executive Officer Quality Assurance Department, Responsible for Facilities Department	Executive Officer Quality Assurance Department, Responsible for Facilities Department
Mototake Kanagawa	Executive Officer Representative Director and President, AICA Interior Kogyo Co., Ltd.	Executive Officer Representative Director and President, AICA Interior Kogyo Co., Ltd.

Name	New Position	Current Position
Takayoshi Okinaga	Executive Officer 【New Appointment】 Digital Innovation Development Department	Junior Executive Officer Operations Control Department Digital Innovation Development Department