



January 19, 2026

To Whom It May Concern

Company Name	ANEST IWATA Corporation
Name of Representative	Eisuke Miyoshi, President, Representative Director and Chief Executive Officer (Securities Code: 6381 Tokyo Stock Exchange Prime Market)
Inquiries	Hitoshi Iwata, Director and Managing Executive Officer, Chief Operating Officer of Business Administration Division, General Manager of Corporate Planning Department (Telephone: +81-45-591-9344)

Notice Regarding Organizational Changes and Personnel Transfers

ANEST IWATA Corporation has resolved to implement organizational changes and personnel transfers effective April 1, 2026, as detailed below.

1. Organizational Changes (Effective April 1, 2026)

ANEST IWATA Corporation has decided to implement organizational changes to establish a cross-functional, specialized management structure through the introduction of a CxO system, strengthen global governance and improve market responsiveness by delegating authority to each area and expanding the coordinating functions accordingly, and enhance organizational efficiency by integrating overlapping functions and clarifying roles and responsibilities.

(1) Establishment of CxO/business management

To clearly define areas of responsibility that accompany the duties, we have established new positions: CEO, CTO, CSO, CFO, CPO, In Charge of Air Energy Business, and In Charge of Coating Business

(2) Establishment of new Corporate Planning Division

The Corporate Planning Department and the Business Administration Division will be merged to establish a new Corporate Planning Division

(3) Establishment of new Corporate Governance Department

We will separate the legal function from the Business Administration Division and establish a new Corporate Governance Department

(4) Reorganization and establishment of new Business Divisions

We will integrate and reorganize the Air Energy Division, Coating Business Division, and Sales

Division, and newly establish the Business Strategy Division, Development & Engineering Division, and Production Strategy Division

1) Establishment of new Business Strategy Division

- We will integrate the marketing and business strategy functions of each business unit and establish a new Business Strategy Division. The following new units will be established under this division

a. Regional Units

Europe, Australia & Africa Unit; Americas & India Unit; China & ASEAN Unit; Japan & Asia Unit

b. Market Units

Specific Market Unit, Industrial Coating Unit

- We will transfer the Eastern Japan Sales Department and Western Japan Sales Department from the Sales Division to the Japan & Asia Unit

2) Establishment of new Development & Engineering Division

- We will integrate the development functions and engineering functions of each business and establish a new Development & Engineering Division
- We will transfer the intellectual property function from the Business Administration Division

3) Establishment of Production Strategy Division

- We will integrate the production functions of each business and establish a new Production Strategy Division
- We will transfer the Logistics Department from the Business Administration Division

*Refer to the annex for the organizational chart effective April 1, 2026.

2. Personnel transfers (Effective April 1, 2026)

Name	New Job Title	Current Job Title
Eisuke Miyoshi	President, Representative Director and Chief Executive Officer (CEO)	President, Representative Director and Chief Executive Officer
Kenichi Osawa	Director, Senior Managing Executive Officer and CTO General Manager of Development & Engineering Division	Director, Senior Managing Executive Officer and General Manager of Sales Division
Hitoshi Iwata	Director, Managing Executive Officer and CSO General Manager of Business Strategy Division	Director, Managing Executive Officer, Chief Operating Officer of Business Administration Division and General Manager of Corporate Planning Department

Name	New Job Title	Current Job Title
Masanori Daimaru	Managing Executive Officer, CFO and General Manager of Corporate Planning Division	Managing Executive Officer, General Manager of Coating Division
Takuya Matsumoto	Corporate Officer, In Charge of Coating Business General Manager of Europe, Australia & Africa Unit, Business Strategy Division and ANEST IWATA STRATEGIC CENTER S.r.l. Managing Director and ANEST IWATA Deutschland GmbH Managing Director and ANEST IWATA Iberica, S.I.U. Managing Director	Corporate Officer, ANEST IWATA STRATEGIC CENTER S.r.l. Managing Director and ANEST IWATA Deutschland GmbH Managing Director and ANEST IWATA Iberica, S.L.U. Managing Director
Hiroyuki Yanai	Corporate Officer, General Manager of Specific Market Unit, Business Strategy Division	Corporate Officer, Air Energy Division General Manager of Air Energy Production
Satoru Iwata	Corporate Officer, General Manager of Industrial Coating Unit, Business Strategy Division and ANEST IWATA Australia Pty Ltd. Managing Director	Corporate Officer ANEST IWATA Americas, Inc. COO/President and ANEST IWATA SPARMAX Co., Ltd. Chairman
Ryosuke Kawano	Corporate Officer, In Charge of Air Energy Business General Manager of Americas & India Unit, Business Strategy Division and ANEST IWATA Americas, Inc. COO/President	Corporate Officer, General Manager of Air Energy Division
Hiroyuki Hozumi	Corporate Officer, CPO and General Manager of Production Strategy Division	Deputy General Manager of Corporate Planning Department and Manager of Corporate Planning Group
Yusuke Yamazaki	General Manager of Corporate Planning Department, Corporate Planning Division	Manager of Management Accounting Group, Financial & Accounting Department, Business Administration Division
Tetsuya Kon	General Manager of Financial & Accounting Department, Corporate	General Manager of Financial & Accounting Department, Business Administration

Name	New Job Title	Current Job Title
	Planning Division	Division
Shinji Wada	General Manager of HR & General Affairs Department, Corporate Planning Division	General Manager of HR & General Affairs Department, Business Administration Division
Jun Nemoto	General Manager of Information Systems Department, Corporate Planning Division	General Manager of Information Systems Department, Business Administration Division
Tomoko Okada	General Manager of Corporate Governance Department	Manager of Legal Group, Legal & Intellectual Property Department, Business Administration Division
Takayuki Morimoto	General Manager of China & ASEAN Unit, Business Strategy Division and General Manager at ANEST IWATA (SHANGHAI) Corporation	General Manager at ANEST IWATA (SHANGHAI) Corporation
Kei Muto	General Manager of Japan & Asia Unit, Business Strategy Division	General Manager of Air Energy Business Strategy Department, Air Energy Division
Yasuaki Takahashi	General Manager of Eastern Japan Sales Department, Japan & Asia Unit, Business Strategy Division	General Manager of Eastern Japan Sales Department, Sales Division
Tomonori Mori	General Manager of Western Japan Sales Department, Japan & Asia Unit, Business Strategy Division	General Manager of Western Japan Sales Department, Sales Division
Mitsuru Nakajima	General Manager of Industrial Coating Department, Industrial Coating Unit, Business Strategy Division	General Manager of Coating System Department Coating Division
Kazuki Takeda	General Manager of Development Department, Development & Engineering Division	Manager of Air Energy Development Group, Air Energy Development Department, Air Energy Division
Hidetoshi Ishikawa	General Manager of Engineering Department, Development & Engineering Division	Manager of Air Energy Engineering Group, Air Energy Engineering Department, Air Energy Division
Yuji Oka	General Manager of Intellectual Property Department, Development & Engineering Division	General Manager of Legal & Intellectual Property Department, Business Administration Division

Name	New Job Title	Current Job Title
Atsushi Hanyu	General Manager of Production Engineering Department, Production Strategy Division	General Manager of Air Energy Engineering Department, Air Energy Division
Kenju Sawano	General Manager of Logistics Department, Production Strategy Division	General Manager of Logistics Department, Business Administration Division
Yusuke Komiya	Factory Manager at Fukushima Factory, Production Strategy Division	Manager of Air Energy Production Group, Air Energy Production Department Air Energy Division
Takayuki Inaba	Factory Manager at Akita Factory, Production Strategy Division	General Manager of Coating Production Department Coating Division

Note: This document has been translated from the original document in Japanese. In the event of any discrepancy between this English translation and the original document in Japanese, the original document in Japanese shall prevail.

[ANEST IWATA Corporation - Organizational Chart (Effective April 1, 2026)]

