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February 9, 2026

Company name: Japan Pulp & Paper Co., Ltd.
Representative: Akihiko Watanabe
Representative Director, President & CEO
Securities code: 8032 (Tokyo Stock Exchange - Prime Market)
Contact: Kenichiro Fujii
Executive Officer, General Manager
Finance & Administration Division
(Tel. +81-3-3534-8522)

Change of Directors of the Board, and Executive Officers

Japan Pulp & Paper Co., Ltd. resolved the following matters at a meeting of the board of directors on February 9, 2026.

I. Directors of the Board

1. Responsibility change for Directors of the Board; April 1, 2026

Name	New	Current
Tetsuo Izawa	Director of the Board	Director of the Board Senior Executive Vice President Business Head – Paper Sales & Marketing, Logistics

2. Retiring Directors of the Board; end of June, 2026

Name	As of April 1, 2026
Tetsuo Izawa	Director of the Board

The retiring of the Director of the Board will become effective at the close of the General Meeting of Shareholders scheduled for the end of June 2026.

II. Executive Officers

1. Promotions and responsibility changes for Executive Officers; effective as of April 1, 2026

Name	New	Current
Nobuyuki Matsuura	Executive Vice President Business Head – Paper Sales & Marketing, Logistics	Executive Vice President Deputy Business Head – Paper Sales & Marketing, Logistics General Manager Newsprint & Publication Paper Sales Division
Masaaki Sato	Senior Vice President Deputy Business Head – Global Business General Manager International Business Division	Senior Vice President General Manager International Business Division
Kenichiro Fujii	Senior Vice President General Manager Finance & Administration Division	Executive Officer General Manager Finance & Administration Division
Hisaaki Matsuoka	Senior Vice President General Manager, Purchasing Division	Executive Officer General Manager, Purchasing Division
Seiichi Suganuma	Senior Vice President General Manager Functional Materials Sales Division	Executive Officer General Manager Functional Materials Sales Division

2. Newly appointed Executive Officers; effective as of April 1, 2026

Name	New	Current
Akito Fujishima	Executive Officer General Manager Newsprint & Publication Paper Sales Division	General Manager Publication Paper Sales Department I
Satoshi Ishii	Executive Officer Deputy General Manager Functional Materials Sales Division	General Manager Functional Materials Department III

Management Structure (As of April 1, 2026)

Directors of the Board and Audit & Supervisory Board Members

Representative Director President	Akihiko Watanabe*	
Representative Director	Chihiro Katsuta*	
Directors of the Board	Kazuhiko Sakurai*	
	Tetsuo Izawa	
	Sumiko Takeuchi	Outside Director
	Yoko Suzuki	Outside Director
	Hiroshi Takahashi	Outside Director
Audit & Supervisory Board Members	Rie Uesaka	
	Naofumi Higuchi	Outside Audit & Supervisory Board Member
	Mitsutaka Hondo	Outside Audit & Supervisory Board Member
	Miyuki Fukushima	Outside Audit & Supervisory Board Member

*Director of the Board also serving as an Executive Officer.

Executive Officers

Executive Officers		
President & CEO	Akihiko Watanabe	
Senior Executive Vice Presidents	Chihiro Katsuta	CFO, Business Head – Raw Materials & Environment
	Kazuhiko Sakurai	Business Head – Paperboard, Household Paper
Executive Vice Presidents	Yasushi Takei	Head – Administration, Planning & Sustainability
	Fumio Watanabe	CIO
	Nobuyuki Matsuura	Business Head – Paper Sales & Marketing, Logistics
	Mitsutoshi Imamura	Business Head – Global Business, Specialties
	Makoto Shirotani	General Manager – Kansai Branch
Senior Vice Presidents	Susumu Tanaami	Deputy Business Head – Paperboard
		General Manager, Industrial Materials Sales Division
	Yutaka Endo	Deputy Business Head – Raw Materials & Environment
		General Manager, Raw Materials & Environmental Business Division
	Masaaki Sato	Deputy Business Head – Global Business
		General Manager, International Business Division
	Hiroyuki Ito	Deputy Business Head – Household Paper
		Vice President, JP Corelex Holdings Co., Ltd.
	Kenichiro Fujii	General Manager, Finance & Administration Division
	Hisaaki Matsuoka	General Manager, Purchasing Division
	Kagetaka Matsuura	General Manager, Paper Merchant & Printer Sales Division
Seiichi Suganuma	General Manager, Functional Materials Sales Division	
Koji Ukeguchi	General Manager, Chubu Branch	
Hiroshi Kashima	Chief Representative of Europe	

Executive Officers	Shinsuke Yamamoto	General Manager, Corporate Sustainability Division
	Shigeyuki Sasaki	General Manager, Corporate Planning Division
	Fumiteru Kase	General Manager, Corporate DX Division
	Akito Fujishima	General Manager Newsprint & Publication Paper Sales Division
	Shuichi Takeoka	General Manager, Kyushu Branch
	Toshihiko Kitayama	General Manager, Kitanihon Branch
	Satoshi Ishii	Deputy General Manager, Functional Materials Sales Division
	Satoshi Wada	Deputy General Manager, Kansai Branch
	Takeyuki Matsuura	President, JP Household Supply Co., Ltd.
	Kozo Nishio	President, Misuzushigyo Co., Ltd.
	Hideo Ogi	Senior Executive Director, Eco-Port Kyushu Co., Ltd.
	Koichi Okuda	President, Japan Pulp & Paper (U.S.A.) Corp.
	Takahiro Miyata	Managing Director, Ball & Doggett Group Pty Ltd

Management Structure (as of end of June, 2026)

Directors of the Board and Audit & Supervisory Board Members

Representative Director President	Akihiko Watanabe*
Representative Director	Chihiro Katsuta*
Directors of the Board	Kazuhiko Sakurai*
	Sumiko Takeuchi Outside Director
	Yoko Suzuki Outside Director
	Hiroshi Takahashi Outside Director
Audit & Supervisory Board Members	Rie Uesaka
	Naofumi Higuchi Outside Audit & Supervisory Board Member
	Mitsutaka Hondo Outside Audit & Supervisory Board Member
	Miyuki Fukushima Outside Audit & Supervisory Board Member

*Director of the Board also serving as an Executive Officer.

Executive Officers

President & CEO	Akihiko Watanabe
Senior Executive Vice Presidents	Chihiro Katsuta CFO, Business Head – Raw Materials & Environment
	Kazuhiko Sakurai Business Head – Paperboard, Household Paper
Executive Vice Presidents	Yasushi Takei Head – Administration, Planning & Sustainability
	Fumio Watanabe CIO
	Nobuyuki Matsuura Business Head – Paper Sales & Marketing, Logistics
	Mitsutoshi Imamura Business Head – Global Business, Specialties
	Makoto Shirotani General Manager – Kansai Branch
	Susumu Tanaami Deputy Business Head – Paperboard General Manager, Industrial Materials Sales Division
Senior Vice Presidents	Yutaka Endo Deputy Business Head – Raw Materials & Environment General Manager, Raw Materials & Environmental Business Division
	Masaaki Sato Deputy Business Head – Global Business General Manager, International Business Division
	Hiroyuki Ito Deputy Business Head – Household Paper Vice President, JP Corelex Holdings Co., Ltd.
	Kenichiro Fujii General Manager, Finance & Administration Division
	Hisaaki Matsuoka General Manager, Purchasing Division
	Kagetaka Matsuura General Manager, Paper Merchant & Printer Sales Division
	Seiichi Suganuma General Manager, Functional Materials Sales Division
	Koji Ukeguchi General Manager, Chubu Branch
	Hiroshi Kashima Chief Representative of Europe

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	Shuichi Takeoka	General Manager, Kyushu Branch
	Toshihiko Kitayama	General Manager, Kitanihon Branch
	Satoshi Ishii	Deputy General Manager Functional Materials Sales Division
	Satoshi Wada	Deputy General Manager, Kansai Branch
	Takeyuki Matsuura	President, JP Household Supply Co., Ltd.
	Kozo Nishio	President, Misuzushigyo Co., Ltd.
	Hideo Ogi	Senior Executive Director, Eco-Port Kyushu Co., Ltd.
	Koichi Okuda	President, Japan Pulp & Paper (U.S.A.) Corp.
	Takahiro Miyata	Managing Director, Ball & Doggett Group Pty Ltd

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The Board of Directors are scheduled to be formally approved at the Annual General Meeting of Shareholders to be held in late June 2026 and the Board of Directors meeting to be held on the same day.