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February 12, 2026

Company name: Okura Industrial Co., Ltd.
Name of representative: Eiji Fukuda
Representative Director, President and
Chief Operating Officer
(Securities code: 4221; Prime Market,
Tokyo Stock Exchange)
Inquiry: Yoshitomo Tanaka
Director, Executive Operating Officer;
Supervision of Corporate Center
(Telephone: +81-877-56-1111)

Notice Regarding Changes of Directors

Okura Industrial Co., Ltd. hereby announces that at a meeting of the Board of Directors held on February 12, 2026, a tentative resolution was passed regarding the changes of directors, as detailed below.

Please note that this matter is scheduled to be formally decided upon approval at our 106th Annual General Meeting of Shareholders, to be held on March 24, 2026, and a subsequent meeting of the Board of Directors convened immediately after the conclusion of the said General Meeting of Shareholders.

1. Change of Directors

(1) Candidates for Newly Appointed Directors (as of March 24, 2026)

Name	New position	Current Position
Miho Kondo	Director, Senior Operating Officer, Supervision of General Affairs and Human Resources, Sustainability Promotion, Quality Assurance, DX Promotion of Corporate Center; and Chairperson of Sustainability Committee	Operating Officer; Manager, Sustainability Promotion Department, Legal and Intellectual Property Department, and Environmental Dialogue Management Department, Corporate Center
Yoshimi Yamaguchi	Outside Director (Audit and Supervisory Committee Member)	-

(2) Retiring Directors (as of March 24, 2026)

Name	New position	Current Position
Toshio Baba	-	Outside Director (Audit and Supervisory Committee Member)
Shin Saito	-	Outside Director (Audit and Supervisory Committee Member)

(3) Career summary of the candidates for newly appointed Directors

Name (Date of birth)	Career summary		Number of shares of the Company held (As of February 12th, 2026)
Miho Kondo (October 13 th , 1969)	April, 1992	Joined the Company	600 shares
	April, 2022	Manager, Legal and Intellectual Property Department, and Assistant Manager, Environmental Management Department, Sustainability Promotion Department, Corporate Center	
	April, 2023	Manager, Legal and Intellectual Property Department, and Manager, Environmental Management Department, Sustainability Promotion Department, Corporate Center	
	January, 2024	Operating Officer; Manager, Sustainability Promotion Department, and Manager, Legal and Intellectual Property Department, and Manager, Environmental Management Department, Corporate Center (to present)	
Yoshimi Yamaguchi (May 12 th , 1957)	April, 1983	Joined NIHON KOGYO CO., LTD.	0 shares
	June, 2007	Operating Officer; Manager, General Affairs Department, NIHON KOGYO CO., LTD.	
	April, 2012	Operating Officer; Manager, Administration Department; and General Manager, General Affairs Department, NIHON KOGYO CO., LTD.	
	June, 2012	Director, Operating Officer; Manager, Administration Department; and General Manager, General Affairs Department, NIHON KOGYO CO., LTD.	
	April, 2015	Director, Operating Officer; Manager, General Affairs and Human Resources Department, NIHON KOGYO CO., LTD.	
	June, 2019	Director, Operating Officer; Supervision of Administration Division; and Manager, General Affairs and Human Resources Department, NIHON KOGYO CO., LTD.	
	June, 2020	Director, Executive Operating Officer; Supervision of Administration Division; and Manager, General Affairs and Human Resources Department, NIHON KOGYO CO., LTD.	
	June, 2024	Representative Director, President and Chief Operating Officer; Supervision of Administration Division, NIHON KOGYO CO., LTD.	

	June, 2025	Representative Director, President and Chief Operating Officer, NIHON KOGYO CO., LTD.	
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(4) Change of Director's Title (as of March 24, 2026)

Name	New position	Current Position
Yoshitomo Tanaka	Director, Executive Operating Officer; Supervision of Finance and Business Administration, Corporate Center	Director, Executive Operating Officer; Supervision of Corporate Center; and Chairperson of Sustainability Committee
Tomoo Ueta	Director, Executive Operating Officer; Division President, New Materials Division	Director, Senior Operating Officer; Division President, New Materials Division

2. Directors and Operating Officers after the Changes (After reflecting the changes as of March 24, 2026)

Representative Director, Chairperson	Susumu Kanda	
Representative Director, President and Chief Operating Officer	Eiji Fukuda	
Director, Executive Operating Officer	Yoshitomo Tanaka	Supervision of Finance and Business Administration, Corporate Center
Director, Executive Operating Officer	Tomoo Ueta	Division President, New Materials Division
Director, Senior Operating Officer	Seizo Kagawa	Supervision of Plastic Film Division; and Supervision of Building Materials Division
Director, Senior Operating Officer	Miho Kondo	Supervision of General Affairs and Human Resources, Sustainability Promotion, Quality Assurance, DX Promotion of Corporate Center; and Chairperson of Sustainability Committee
Outside Director	Takashi Kitada	Audit and Supervisory Committee Member
Director	Seiji Nagao	Full-time Audit and Supervisory Committee Member
Outside Director	Nae Iijima	Audit and Supervisory Committee Member
Outside Director	Youichi Watanabe	Audit and Supervisory Committee Member
Outside Director	Yoshimi Yamaguchi	Audit and Supervisory Committee Member

Senior Operating Officer	Yoshizumi Teramoto	Division President, Plastic Film Division
Operating Officer	Tetsuya Yaso	Division President, Building Materials Division
Operating Officer	Tomoyasu Hiraba	Manager, Business Management Department; and General Manager of Group Companies, Plastic Film Division
Operating Officer	Kazuma Ohnishi	General Manager, Research and Development Center
Operating Officer	Katsuhiko Noguchi	Manager, Optical Materials Business Unit, New Materials Division
Operating Officer	Masanori Kimura	Manager, Finance and Business Administration Department, Corporate Center