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May 14, 2026

To whom it may concern

Rasa Industries, Ltd.

1-18-13, Soto-Kanda, Chiyoda-ku, Tokyo, Japan

Stock code: 4022

**Notice Concerning Personnel Changes**

Rasa Industries, Ltd. (the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on May 14, 2026, to implement the personnel changes described below.

These changes will be formally determined by resolution at the 158th Annual General Meeting of Shareholders and the subsequent meeting of the Board of Directors to be held on June 25, 2026.

1. Changes in Directors and Executive Officers (effective June 25, 2026)

Name	New Position	Current Position
SAKAO Kousaku	Representative Director, Chairman	Representative Director, President & CEO
KITADA Katsusei	Representative Director, President & CEO, managing R&D	Director, Senior Executive Officer, General Manager, Corporate Planning Dept., and in charge of Promotion of Digital Transformation
MIYANO Takanori	Director, Managing Executive Officer, in charge of NCRI Sales Dept. and Electronic Materials Div., managing Chemicals Div. and Machinery Div.	Senior Executive Officer, General Manager, Chemicals Div. and Sales Dept.
HABU Yoshihiro	Director, Senior Executive Officer, General Manager, General Affairs Div., managing Sustainability Dept.	Executive Officer, General Manager, General Affairs Div.
HAYASHI Atsushi	Director, Senior Executive Officer, General Manager, Accounting Dept., and in charge of Corporate Planning Dept. and IR	General Manager, Accounting Dept.
HARADA Daisuke	Outside Director, Full-time Audit & Supervisory Committee Member (Independent Director)	Adviser, Food & Agri Business Planning Div., the Norinchukin Bank

TAKEDA Hajime	Senior Executive Officer, General Manager, Sustainability Dept.	Executive Officer, General Manager, Sanbongi Factory, Electronic Materials Div.
NAGAYOSHI Hiroyuki	Senior Executive Officer, General Manager, Machinery Div.	Executive Officer, General Manager, Machinery Div.
HAGIWARA Kazuyoshi	Senior Executive Officer, General Manager, Chemicals Div.	Executive Officer, General Manager, Osaka Factory, Chemicals Div.
HASHIMOTO Toshimasa	Executive Officer, General Manager, Development Center	General Manager, Development Center

#### Retiring Directors and Executive Officers

Name	Current Position
MOCHIZUKI Tetsuo	Representative Director, Managing Executive Officer, in charge of Accounting Dept. and IR, managing General Affairs Div.
UEDA Hideki	Director, Managing Executive Officer, in charge of R&D, managing Chemicals Div., Machinery Div., Electronic Materials Div., and NCRI Sales Dept.
HOROIWA Masaaki	Senior Executive Officer, General Manager, Electronic Materials Div. and Sales Dept., and in charge of NCRI Sales Dept.
SAITOH Takashi	Outside Director, Full-time Audit & Supervisory Committee Member (Independent Director)

2. Other Personnel Changes (effective June 25, 2026)

Name	New Position	Current Position
ABE Masahiro	General Manager, Electronic Materials Div. and Sales Dept.	Assistant General Manager, Sales Dept., Electronic Materials Div.
NAKAJIMA Akihiro	General Manager, Corporate Planning Dept.	Assistant General Manager, Corporate Planning Dept.
YAMAMOTO Tadashi	General Manager, Sales Dept., Chemicals Div.	Assistant General Manager, Sales Dept., Chemicals Div.
SUGITA Kenji	General Manager, Osaka Factory, Chemicals Div.	Assistant General Manager, Osaka Factory, and Manager, Facilities Management Sec., Chemicals Div.
SATO Ikuo	General Manager, Sanbongi Factory, Electronic Materials Div.	Assistant General Manager, Sanbongi Factory, and Manager, Safety Management Sec., Electronic Materials Div.

(Reference)

Management Structure (effective June 25, 2026)

Name	New Position	Current Position
SAKAO Kousaku	Representative Director, Chairman	Representative Director, President & CEO
KITADA Katsusei	Representative Director, President & CEO, managing R&D	Director, Senior Executive Officer, General Manager, Corporate Planning Dept., and in charge of Promotion of Digital Transformation
MIYANO Takanori	Director, Managing Executive Officer, in charge of NCRI Sales Dept. and Electronic Materials Div., managing Chemicals Div. and Machinery Div.	Senior Executive Officer, General Manager, Chemicals Div. and Sales Dept.
HABU Yoshihiro	Director, Senior Executive Officer, General Manager, General Affairs Div., managing Sustainability Dept.	Executive Officer, General Manager, General Affairs Div.
HAYASHI Atsushi	Director, Senior Executive Officer, General Manager, Accounting Dept., and in charge of Corporate Planning Dept. and IR	General Manager, Accounting Dept.
YAMAMOTO Takuji	Outside Director, Full-time Audit & Supervisory Committee Member (Independent Director)	Outside Director, Full-time Audit & Supervisory Committee Member (Independent Director)
HARADA Daisuke	Outside Director, Full-time Audit & Supervisory Committee Member (Independent Director)	Adviser, Food & Agri Business Planning Div., the Norinchukin Bank
KIKUCHI Tatsuya	Outside Director, Audit & Supervisory Committee Member (Independent Director)	Outside Director, Audit & Supervisory Committee Member (Independent Director)
FUJITA Miho	Outside Director, Audit & Supervisory Committee Member (Independent Director)	Outside Director, Audit & Supervisory Committee Member (Independent Director)
TAKEDA Hajime	Senior Executive Officer, General Manager, Sustainability Dept.	Executive Officer, General Manager, Sanbongi Factory, Electronic Materials Div.
NAGAYOSHI Hiroyuki	Senior Executive Officer, General Manager, Machinery Div.	Executive Officer, General Manager, Machinery Div.

HAGIWARA Kazuyoshi	Senior Executive Officer, General Manager, Chemicals Div.	Executive Officer, General Manager, Osaka Factory, Chemicals Div.
HASHIMOTO Toshimasa	Executive Officer, General Manager, Development Center	General Manager, Development Center

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