



February 26, 2026

To whom it may concern:

Company name: Rengo Co., Ltd.
Representative: Yosuke Kawamoto,
Representative Director, President & COO
(Code No.: 3941; Prime Market of the Tokyo Stock Exchange)
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Notice Concerning Changes in Members of the Board, Executive Officers
and Audit & Supervisory Board Members, Etc.

Rengo Co., Ltd. (the “Company”) hereby announces that it resolved at the meeting of the Board of Directors held on February 26, 2026 to make changes in Members of the Board, Executive Officers and Audit & Supervisory Board Members. The details are provided in the attachment.

1. Changes in Members of the Board, Executive Officers and Audit & Supervisory Board Members
 - 1) Retiring Executive Officers (as of March 31)
 - 2) New Executive Officers (as of April 1)
 - 3) Newly promoted Executive Officers (as of April 1)
 - 4) Changes in assignments of Members of the Board and Executive Officers (as of April 1)
 - 5) New Audit & Supervisory Board Member (scheduled to be proposed at the Ordinary General Meeting of Shareholders to be held in June)
 - 6) Retiring Audit & Supervisory Board Member (as of the date of the Ordinary General Meeting of Shareholders to be held in June)
 - 7) Reappointment of Members of the Board (scheduled to be proposed at the Ordinary General Meeting of Shareholders to be held in June)
2. Reorganization (as of April 1)

Reference

- I. Executive Officers as of April 1
- II. Members of the Board and Audit & Supervisory Board Members from the date of the Ordinary General Meeting of Shareholders to be held in June
- III. Executive Officers (excluding Executive Officers who serve concurrently as Members of the Board) from the date of the Ordinary General Meeting of Shareholders to be held in June

1. Changes in Members of the Board, Executive Officers and Audit & Supervisory Board Members

1) Retiring Executive Officers (as of March 31)

Three persons

Name	New position	Current position
Yuji Motomatsu	Adviser (Scheduled to assume office as President of Yamato Shiki Co., Ltd.)	Senior Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Packaging Business Unit and Chemical Products and Cellulose Products Development Group
Toshihiko Honjo	Adviser (Scheduled to assume office as President of Sanyo Jidosha Unso Co., Ltd)	Managing Executive Officer General Manager of Kinki Region Group, Packaging Business Unit Responsible for Sales & Marketing Group, West Japan and Chugoku-Shikoku-Kyushu Region Group, Packaging Business Unit
Koji Ibi	Adviser (President of Rengo Packaging, Inc.)	Executive Officer (President of Rengo Packaging, Inc.)

2) New Executive Officers (as of April 1)

Three persons

Name	New position	Current position
Kazuyuki Yamaryo	Executive Officer General Manager of Sales & Marketing Group, West Japan and General Manager of Kinki Region Group, Packaging Business Unit	Corporate Officer General Manager of Sales & Marketing Group, West Japan and General Manager of Sales & Marketing Department I, Packaging Business Unit
Osamu Katayama	Executive Officer General Manager of President Office	Corporate Officer General Manager of President Office
Ichiro Takase	Executive Officer General Manager of Corporate Planning Department	Corporate Officer General Manager of Corporate Planning Department

3) Newly promoted Executive Officers (as of April 1)

Four persons

Name	New position	Current position
Shin Morizuka	Senior Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Procurement Unit and Tokyo General Affairs Department Executive Vice President of Rengo Paper Business Co., Ltd.	Managing Executive Officer Responsible for Procurement Unit Senior Managing Director of Rengo Paper Business Co., Ltd.
Hitoshi Shibasaki	Senior Managing Executive Officer Responsible for Chemical Products and Cellulose Products Development Group Responsible for Sales Promotions & Displays Sales & Marketing Group, Packaging Business Unit	Managing Executive Officer Responsible for Sales Promotions & Displays Sales & Marketing Group, Packaging Business Unit
Minoru Yasui	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Packaging Machinery Promotion Group, Packaging Business Unit Responsible for Business Development Group, Sales & Marketing Group, East Japan I, Sales & Marketing Group, East Japan II, Sales & Marketing Group, East Japan III, Sales & Marketing Group, East Japan IV, and Sales Operations Department, East Japan, Packaging Business Unit	Managing Executive Officer General Manager of Business Development Group, General Manager of Packaging Machinery Promotion Group, General Manager of Sales & Marketing Group, East Japan I, and General Manager of Sales & Marketing Group, East Japan III, Packaging Business Unit Responsible for Sales & Marketing Group, East Japan II and Sales & Marketing Group, East Japan IV, Packaging Business Unit
Seiko Sato	Managing Executive Officer General Manager of Corporate Communication Group	Executive Officer General Manager of Public Relations Department

4) Changes in assignments of Members of the Board and Executive Officers (as of April 1)

Ten persons (excluding the above persons)

Name	New position	Current position
Hiromi Sambe	Member of the Board, Executive Vice President Responsible for Compliance Promotion Office, President Office, General Affairs Department, Legal Affairs Department and Human Resources Group	Member of the Board, Executive Vice President Responsible for Compliance Promotion Office, President Office, General Affairs Department, Tokyo General Affairs Department, Legal Affairs Department, Public Relations Department and Human Resources Group
Ichiro Hasegawa	Member of the Board, Executive Vice President Responsible for Procurement Unit and Paperboard Business Unit Chairman of Rengo Paper Business Co., Ltd. Chairman of Taiko Paper Mfg., Ltd.	Member of the Board, Executive Vice President Responsible for Procurement Unit and Paperboard Business Unit Chairman of Rengo Paper Business Co., Ltd.
Sadatoshi Inoue	Member of the Board, Executive Vice President Responsible for Packaging Business Unit	Member of the Board, Executive Vice President Responsible for Packaging Business Unit President of Rengo Riverwood Packaging Ltd.
Yoshizumi Nishi	Senior Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Corporate Planning Department, Corporate Communication Group, Finance & Accounting Group, Credit Department, Audit Department, Information Systems Group and Domestic Affiliated-Company Administration Unit	Senior Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Corporate Planning Department, Finance & Accounting Group, Credit Department, Audit Department, Information Systems Group, Domestic Affiliated-Company Administration Unit and Rengo Riverwood Packaging Ltd.
Hideyuki Kashiwagi	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Engineering Development Group, Paperboard Business Unit Responsible for Production Group, Paperboard Business Unit	Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Production Group and Engineering Development Group, Paperboard Business Unit
Hironobu Yamasaki	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Finance & Accounting Group Responsible for Corporate Communication Group, Credit Department and Information Systems Group	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Finance & Accounting Group Responsible for Credit Department and Information Systems Group
Masahito Toda	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Human Resources Group Responsible for Compliance Promotion Office, General Affairs Department and Legal Affairs Department	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Human Resources Group Responsible for General Affairs Department
Masayuki Kumashita	Executive Officer Assistant to the Senior Managing Executive Officer responsible for Domestic Affiliated-Company Administration Unit (Scheduled to assume office as President of Taiko Paper Mfg., Ltd.)	Executive Officer General Manager of Tonegawa Division and General Manager of Yashio Mill, Paperboard Business Unit
Tamotsu Maeda	Executive Officer President of RS Wood Refinery CO., LTD.	Executive Officer President of Taiko Paper Mfg., Ltd.
Masaaki Onishi	Executive Officer General Manager of Domestic Affiliated-Company Administration Group, Domestic Affiliated-Company Administration Unit	Executive Officer General Manager of Marketing Strategy Group and General Manager of Administration Group, Packaging Business Unit

- 5) New Audit & Supervisory Board Member (scheduled to be proposed at the Ordinary General Meeting of Shareholders to be held in June) One person

Name	New position	Position as of April 1
Mayumi Ikai	Audit & Supervisory Board Member (*Outside Audit & Supervisory Board Member)	Partner of Ernst & Young ShinNihon LLC (*Schedule to retire in June 2026)

- 6) Retiring Audit & Supervisory Board Member (as of the date of the Ordinary General Meeting of Shareholders to be held in June) One person

Name	New position	Position as of April 1
Tadazumi Fujino	Retired	Audit & Supervisory Board Member (*Outside Audit & Supervisory Board Member)

- 7) Reappointment of Members of the Board (scheduled to be proposed at the Ordinary General Meeting of Shareholders to be held in June)

All ten current Members of the Board (of which four are Outside Directors) will be considered as candidates for Member of the Board.

2. Reorganization (As of April 1)

Corporate Communication Group

- Corporate Communication Group will be newly established.
- Public Relations Department and Investors Relations Section of Finance & Investors Relations Department will be transferred to Corporate Communication Group and the Sustainability Promotion Department will be newly established.
- Investors Relations Section will be promoted to Investors Relations Department.
- In conjunction with the transfer of Investors Relations Section to Corporate Communication Group, Finance & Investors Relations Department of Finance & Accounting Group will be renamed to Finance Department.

Reference

I. Executive Officers as of April 1

25 persons

(A “○” indicates Executive Officers who serve concurrently as Members of the Board)

Name	Responsibilities	
Hiromi Sambe	Member of the Board, Executive Vice President Responsible for Compliance Promotion Office, President Office, General Affairs Department, Legal Affairs Department and Human Resources Group	○
Ichiro Hasegawa	Member of the Board, Executive Vice President Responsible for Procurement Unit and Paperboard Business Unit Chairman of Rengo Paper Business Co., Ltd. Chairman of Taiko Paper Mfg., Ltd.	○
Hirofumi Hori	Member of the Board, Executive Vice President Responsible for Overseas Business Unit	○
Sadatoshi Inoue	Member of the Board, Executive Vice President Responsible for Packaging Business Unit	○
Mitsunori Ozaki	Senior Managing Executive Officer, Member of the Senior Executives Meeting Chief Logistics Officer Responsible for Paperboard Business Unit President of Rengo Paper Business Co., Ltd.	
Shin Morizuka	Senior Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Procurement Unit and Tokyo General Affairs Department Executive Vice President of Rengo Paper Business Co., Ltd.	
Yoshizumi Nishi	Senior Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Corporate Planning Department, Corporate Communication Group, Finance & Accounting Group, Credit Department, Audit Department, Information Systems Group and Domestic Affiliated-Company Administration Unit	
Hitoshi Shibasaki	Senior Managing Executive Officer Responsible for Chemical Products and Cellulose Products Development Group Responsible for Sales Promotions & Displays Sales & Marketing Group, Packaging Business Unit	
Taku Furuta	Managing Executive Officer, Member of the Senior Executives Meeting Responsible for R&D and Environmental Management Unit (Central Laboratory, Intellectual Properties Department, and Environmental Management Department)	
Satoshi Mochizuki	Managing Executive Officer, Member of the Senior Executives Meeting Responsible for Production Group and Engineering Development Group, Packaging Business Unit Responsible for R&D and Environmental Management Unit (Safety & Hygienic Department, and Quality Assurance Department)	
Minoru Yasui	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Packaging Machinery Promotion Group, Packaging Business Unit Responsible for Business Development Group, Sales & Marketing Group, East Japan I, Sales & Marketing Group, East Japan II, Sales & Marketing Group, East Japan III, Sales & Marketing Group, East Japan IV, and Sales Operations Department, East Japan, Packaging Business Unit	
Hideyuki Kashiwagi	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Engineering Development Group, Paperboard Business Unit Responsible for Production Group, Paperboard Business Unit	
Hironobu Yamasaki	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Finance & Accounting Group Responsible for Corporate Communication Group, Credit Department and Information Systems Group	
Masahito Toda	Managing Executive Officer, Member of the Senior Executives Meeting General Manager of Human Resources Group Responsible for Compliance Promotion Office, General Affairs Department and Legal Affairs Department	
Seiko Sato	Managing Executive Officer General Manager of Corporate Communication Group	

Name	Responsibilities	
Toshinobu Sada	Executive Officer General Manager of Overseas Business Group, Overseas Business Unit	
Masayuki Kumashita	Executive Officer Assistant to the Senior Managing Executive Officer responsible for Domestic Affiliated-Company Administration Unit (Scheduled to assume office as President of Taiko Paper Mfg., Ltd.)	
Tamotsu Maeda	Executive Officer President of RS Wood Refinery CO., LTD.	
Takaaki Ukyo	Executive Officer General Manager of Kanto Region Group, Packaging Business Unit	
Masaaki Onishi	Executive Officer General Manager of Domestic Affiliated-Company Administration Group, Domestic Affiliated-Company Administration Unit	
Naoyuki Miyake	Executive Officer General Manager of Sales & Marketing Group, Paperboard Business Unit	
Hiroyuki Minami	Executive Officer General Manager of Production Group, Paperboard Business Unit	
Kazuyuki Yamaryo	Executive Officer General Manager of Sales & Marketing Group, West Japan and General Manager of Kinki Region Group, Packaging Business Unit	
Osamu Katayama	Executive Officer General Manager of President Office	
Ichiro Takase	Executive Officer General Manager of Corporate Planning Department	

II. Members of the Board and Audit & Supervisory Board Members (ten Members of the Board and five Audit & Supervisory Board Members) from the date of the Ordinary General Meeting of Shareholders to be held in June

	Name
Representative Director, Chairman & CEO	Kiyoshi Otsubo
Representative Director, President & COO	Yosuke Kawamoto
Member of the Board, Executive Vice President	Hiromi Sambe
Member of the Board, Executive Vice President	Ichiro Hasegawa
Member of the Board, Executive Vice President	Hirofumi Hori
Member of the Board, Executive Vice President	Sadatoshi Inoue
Member of the Board	Yoshio Sato (*)
Member of the Board	Masayuki Oku (*)
Member of the Board	Kaoru Tamaoka (*)
Member of the Board	Koichi Sumida (*)
Audit & Supervisory Board Member	Yukio Okano
Audit & Supervisory Board Member	Tsutomu Shoji
Audit & Supervisory Board Member	Hitoshi Tsunekage (*)
Audit & Supervisory Board Member	Mitsuhiro Hamamoto (*)
Audit & Supervisory Board Member	Mayumi Ikai (*)

(*) indicates Outside Directors and Outside Audit & Supervisory Board Members.

III. Executive Officers (21 persons excluding Executive Officers who serve concurrently as Members of the Board) from the date of the Ordinary General Meeting of Shareholders to be held in June

	Name
Senior Managing Executive Officer, Member of the Senior Executives Meeting	Mitsunori Ozaki
Senior Managing Executive Officer, Member of the Senior Executives Meeting	Shin Morizuka
Senior Managing Executive Officer, Member of the Senior Executives Meeting	Yoshizumi Nishi
Senior Managing Executive Officer	Hitoshi Shibasaki
Managing Executive Officer, Member of the Senior Executives Meeting	Taku Furuta
Managing Executive Officer, Member of the Senior Executives Meeting	Satoshi Mochizuki
Managing Executive Officer, Member of the Senior Executives Meeting	Minoru Yasui
Managing Executive Officer, Member of the Senior Executives Meeting	Hideyuki Kashiwagi
Managing Executive Officer, Member of the Senior Executives Meeting	Hironobu Yamasaki
Managing Executive Officer, Member of the Senior Executives Meeting	Masahito Toda
Managing Executive Officer	Seiko Sato
Executive Officer	Toshinobu Sada
Executive Officer	Masayuki Kumashita
Executive Officer	Tamotsu Maeda
Executive Officer	Takaaki Ukyo
Executive Officer	Masaaki Onishi
Executive Officer	Naoyuki Miyake
Executive Officer	Hiroyuki Minami
Executive Officer	Kazuyuki Yamaryo
Executive Officer	Osamu Katayama
Executive Officer	Ichiro Takase