Curriculum Vitae

Candidate: SM

As of February 3, 2026

Summary of Career

Spent 13 years at the Central Research Laboratory of Nitto Chemical Industry Co., Ltd., engaged in the research and development of charge-transfer complexes and conductive polymers, and brought electronic-materials-related products to market. After the business integration with Mitsubishi Rayon Co., Ltd., spent 6 years in the R&D Management Division and the Business Planning and Development Division, responsible for stage-gate management of research themes and support for commercialization, and transferred 2 business development themes to a business division. Subsequently, in the Functional Chemicals Division, was in charge of marketing and sales for that business and developed it into the division's 'third pillar'. Then, in the Internal Control Promotion Department, was in charge of establishing internal controls for overseas group companies. In 2016 moved to Toyo Gosei Co., Ltd., where, as Head of the Business Development Office, built a stage-gate management system for research themes and supported research and development as well as business development. After leaving the company in 2021, established an individual consulting company and is currently active as a technical consultant.

Career History

April 1986 – September 1998 | Nitto Chemical Industry Co., Ltd. (a Mitsubishi Rayon Co., Ltd. group company)

Business: Manufacture and sale of chemicals / Sales: approx. JPY 60 billion / Employees: approx. 400 / Listing: Tokyo Stock Exchange First Section (as of 1997) / Employed as a regular employee

Central Research Laboratory / Organic Synthesis R&D Group (Senior Researcher) | April 1986 – May 1998

[Duties]

- Synthesis research and application development of charge-transfer complexes (mainly in semiconductor and electronic component fields)
- Synthesis research and application development of water-soluble conductive polymers (mainly in semiconductor and electronic component fields)
- Research on scale-up and transfer to the factory
- Establishment of a QC system at contract manufacturers (group companies)
- Marketing in the electronic materials field

* Marketing was led by the laboratory; the responsible department at headquarters was the Planning and Development Department.

[Achievements]

- Patent applications: approx. 60 filed in Japan and overseas
- Academic award: Technology Award (Aoki Katashi Award), Society of Polymer Processing
- Main published papers: synthesis and applications of sulfonated polyaniline, charge transport properties, and conductive polymer composite technology (Synthetic Metals, Seikei-Kakou, etc.)

Products transferred to business divisions

Product	Application
aquaSAVE	Antistatic for electron-beam lithography … prevents positional deviation during semiconductor mask manufacturing
aquaPASS	Antistatic for films … ink ribbons for dye-sublimation transfer printers, protective films, etc. / Solid electrolyte for electrolytic capacitors … aluminum and tantalum electrolytic capacitors,

Product	Application
	etc.

Planning and Development Department (Section Manager) | June 1998 – September 1998

[Duties]

- Marketing in the electronic materials field

[Achievements]

- Same as the 'products transferred to business divisions' above.

October 1998 – May 2016 | Mitsubishi Rayon Co., Ltd. (integrated Nitto Chemical Industry Co., Ltd.)

Business: Manufacture and sale of MMA-based monomers and polymers, carbon fiber, acrylic fiber, etc. / Sales: JPY 456.9 billion / Employees: 9,451 / Listing: Tokyo Stock Exchange First Section (as of 2015) / Employed as a regular employee

Technology Division / Technology Development Division (Section Manager) | October 1998 – March 2002

[Duties]

- Stage-gate management of research themes
- Support for commercialization of research themes: raw material procurement, transfer to the factory, investigation and management of contract manufacturers, marketing, establishment of QC and TS systems, registration with government agencies, etc.

[Achievements]

Main research themes handled (themes marked with a star were transferred to a business division)

- ★ Water-soluble conductive polymers
- ★ Polymers for ArF photoresists
- Solid electrolytes for batteries and capacitors
- Hydrate inhibitors
- Electron and hole transport materials for organic EL
- Patent applications filed under my guidance: over 100
- Published paper: Development of polymers for ArF photoresists (Denshi Zairyo magazine, 2002)

Business Planning and Development Office (Section Manager / Department Manager) | April 2002 – March 2005

[Duties]

- Commercialization of polymers for ArF photoresists
- Business operations: Sales side … raw material purchasing, management of contract manufacturers, marketing and sales, TS, QC, etc. / Administration side … budget management, sales management, production management, registration with government agencies, compliance with export control regulations, etc.

[Achievements]

- Transfer of the business to the Functional Chemicals Division (* transferred to the division concurrently with the business transfer)

Functional Chemicals Division / Functional Chemicals Department No. 2 and Functional Chemicals Department (Department Manager, Group Leader) | April 2005 – March 2014

[Duties]

- Sales for water-soluble conductive polymers (aquaSAVE™, aquaPASS™)
- Sales for polymers for ArF photoresists (Lithomax™)

[Achievements]

- Expanded the scale of both businesses and developed them into the [third pillar] of the Functional Chemicals Department
- aquaSAVE™ … adopted by major semiconductor and mask manufacturers
- aquaPASS™ … adopted by major manufacturers of dye-sublimation transfer ink ribbons, capacitors and protective films
- Lithomax™ … adopted by major electronic materials manufacturers

Internal Control Promotion Department / Overseas Internal Control Group (Department Manager, Group Leader) | April 2014 – May 2016

[Duties]

- Establishment of internal controls for overseas group companies (compliance education, building a risk management system, monitoring and improvement of business processes)

[Achievements]

- Surveyed the internal control status of approx. 50 overseas group companies and improved corporate governance

June 2016 – June 2021 | Toyo Gosei Co., Ltd.

Business: Manufacture and sale of ultra-high-purity chemicals for electronic materials / Sales: JPY 27.1 billion / Employees: 728 / Listing: JASDAQ (as of 2021) / Employed as a regular employee and advisor

Business Planning Office (Executive Officer) | June 2016 – June 2020

[Duties]

- Building and operating a stage-gate management system for R&D themes
- Support for commercialization of R&D themes (incubation and marketing)
- Education of managers and researchers at the Photosensitive Materials Research Laboratory

[Achievements]

- Built an R&D management and support system
- Realized and developed an internally promoted director of the Photosensitive Materials Research Laboratory

Technical Advisor | July 2020 – June 2021

[Duties]

- Management of the Photosensitive Materials Research Laboratory and technical follow-up

[Achievements]

- Assisted the new laboratory director

July 2021 – Present | Individual consulting company

Business: Technical consulting for electronic materials / Employed as a regular employee

Technology Division / Technology Development Division (Section Manager) | July 2021 – Present

[Duties]

- Technical guidance and marketing support for domestic raw material manufacturers and contract manufacturers of electronic materials
- Search for overseas raw material manufacturers and technical guidance (at the request of domestic customers)

[Achievements]

- Technical guidance and marketing support for 5 domestic companies
- Technical support for 5 overseas companies

Education

- March 1984: Graduated from Rikkyo University, Faculty of Science, Department of Chemistry
- March 1986: Completed the Master's (first-stage doctoral) program, Department of Chemistry, Graduate School of Science, Rikkyo University

Research theme: 'Stereoselective synthesis of terpenes having an alpha-methylene-gamma-lactone structure using organosilicon compounds'

Main published papers: 3 papers in J. Chem. Soc., Bull. Chem. Soc. Jpn., etc.

Experience, Knowledge and Skills to Contribute

- Synthesis technology for organic compounds (natural products), conductive polymers (oxidative dehydrogenative condensation) and acrylic polymers
- Knowledge of technologies related to photolithography and electron-beam lithography
- Stage-gate management of research themes and support for commercialization
- Marketing and technical sales in the electronic materials field
- Building, maintaining and operating QC and TS systems, and troubleshooting

Main Qualifications

- August 1989: High-Pressure Gas Production Safety Manager (Class A Chemical)
- December 1987: Pollution Control Manager (Water Quality, Class 1)

Self-Promotion

<Project Management>

In commercializing conductive polymers and polymers for ArF photoresists, I acted as project leader, carried out various tasks across departments, achieved the transfer of the research themes to a business division, and grew these products into businesses of significant scale within that division. In running projects, I played the role of understanding customer requirements, setting priorities, and coordinating with the laboratory and factory sides to keep things moving smoothly.

<Know-how and Network>

Over approximately 30 years of experience, I have accumulated know-how in research and development, business planning, business strategy, marketing and sales, factory operations, quality control, raw material procurement, management of contract manufacturers, and more. In the process, I have also built a personal network with semiconductor, mask and electronic component manufacturers, electronic materials manufacturers, and raw material and contract manufacturers, which is a valuable asset.

<Human Resource Development>

To create and grow new businesses in new fields, developing people is also important, and I have focused on developing core personnel in each department. Today, the generation of subordinates of those core personnel has grown into mid-level staff, and the businesses have continued to run stably even after I moved to the Internal Control Promotion Department.