

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

September 18, 2026

Attention: All concerned parties

Toyo Tanso Co., Ltd.

Osaka Umeda Twin Towers South, 16th Fl., 1-13-1 Umeda, Kita-ku, Osaka 530-0001, Japan
(Stock Exchange Code: 5310, Prime Market, Tokyo Stock Exchange)

Notice Concerning of Organizational Changes and Personnel Changes

At the Board of Directors meeting held on September 18, 2026, the Company made decisions on organizational changes and personnel changes, as described below.

Particulars

1. Organizational Changes (as of October 1, 2026)

- (1) In order to enhance strategic and agile business development in priority application fields, the Advanced Energy Department will be transferred from the Production Division to the Corporate Planning Division.

2. Personnel Changes (as of October 1, 2026)

(1) Changes in Positions of Executive Officers

Name	New Title	Current Title
Tadashi Shimada	Senior Operating Officer Director of Advanced Technology Division In charge of Development Planning Department, Application Engineering Department, Analytical Research Department, Materials Development Department and Process Engineering Development Department	Senior Operating Officer Director of Advanced Technology Division In charge of Development Planning Department, Application Engineering Department and Materials Development Department
Yuji Okubo	Executive Officer Director of General Administration Division General Manager of Secretarial Department	Deputy Director General of Advanced Technology Division In charge of Analytical Research Department, Mechanical Carbon & Carbon Brush Development Department and Process Engineering Development Department
Manabu Takata	Executive Officer Deputy Director General of Corporate Planning Division General Manager of Planning Department In charge of Global Supply Chain Promotion Department and Sustainability Promotion Department	Executive Officer Deputy Director General of Corporate Planning Division General Manager of Planning Department In charge of Global Supply Chain Promotion Department, Global Business Strategy Department and Sustainability Promotion Department

Name	New Title	Current Title
Akiyoshi Zushi	Executive Officer Deputy Director General of Production Division In charge of Machining Department and CC Composite Production Department	Executive Officer Deputy Director General of Production Division In charge of Machining Department, CC Composite Production Department and Advanced Energy Department

(2) Other Personnel Changes (As of October 1, 2026)

Name	New Title	Current Title
Kazunobu Tomida	Deputy Director General of Corporate Planning Division General Manager of Global Business Strategy Department and General Manager of Advanced Energy Department	General Manager of Global Business Strategy Department
Hirokazu Takata	Administration Officer Deputy Director general of Advanced Technology Division General Manager of Advanced Materials Development Department In charge of Mechanical Carbon & Carbon Brush Development Department	Administration Officer Deputy Director general of Advanced Technology Division General Manager of Advanced Materials Development Department
Tetsuya Yuki	General Manager of PF Production Department, Production Division	Deputy General Manager of Production Department, Production Division

Please direct inquiries regarding the current situation to:

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