

January 22, 2026

Company name: Takasago Thermal Engineering Co., Ltd.
Name of representative: Kazuhito Kojima,
President and Representative Director
(Securities code: 1969; Tokyo Market)
Inquiries: Masatoshi Morino,
Director and Executive Officer, General
Manager of Finance & Investor
Relations Department
(Telephone: +81-3-6369-8215)

Notice Regarding change of Representative Director and Officers

Takasago Thermal Engineering Co., Ltd. (the “Company”) hereby announces that it has resolved at the meeting of the Board of Directors held on January 22, 2026 to change the Representative Director, Directors, and Executive Officers, as follows.

1. Change of Representative Director

- (1) Reason for the change
To further strengthen our management foundation.

- (2) Detail of the change (Effective Date: April 1, 2026)

Name	New Title	Current Title	Number of Shares Held.
Hiroshi Kubota	Representative Director and Executive Vice President	Director and Executive Vice President	57,673 株 ※1

※1 Of which, shares scheduled for delivery under the stock compensation plan: 37,474 shares.

- (3) Career History of Newly Appointed Representative Director

Name (Date of Birth)	Carrer History
Hiroshi Kubota (August 14, 1961)	April 1985 Joined the Company April 2019 Executive Officer, Chief Executive Officer of Sales & Marketing Management Headquarters April 2020 Chief Executive Officer of Sales & Marketing Headquarters April 2021 Managing Executive Officer June 2022 Director April 2024 Director and Executive Vice President, Chief Executive Officer of Sales & Marketing Headquarters Concurrently Executive in charge of R&D Headquarters (Present)

2. Director Schedule to Retire

(scheduled to retire following the conclusion of the Annual General Meeting of Shareholders to be held in late June 2026)

Director: Masatoshi Morino

3. Director scheduled to be appointed after the conclusion of the Annual General Meeting of Shareholders to be held in late June 2026.

(1) Candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members)

(Underlined names indicate new candidates.)

Name	Position
Kazuhito Kojima	Representative Director, President, Executive Officer (Reappointment)
Hiroshi Kubota	Representative Director, Executive Vice President, Executive Officer(Reappointment)
Tadashi Kamiya	Director, Senior Managing Executive Officer (Reappointment)
<u>Ichiro Yamamoto</u>	<u>Director, Executive Officer</u> (New Appointment)
Shuma Uchino	Outside Director (Reappointment)
Atsushi Takagi	Outside Director (Reappointment)
Yoko Seki	Outside Director (Reappointment)
Hideka Morimoto	Outside Director (Reappointment)

(2) Directors who are Audit and Supervisory Committee Members

Name	Position
Hiroataka Yamada	Director (Current Term)
Kazuo Sakakibara	Outside Director (Current Term)
Hiroyuki Hioka	Outside Director (Current Term)
Hiroyuki Wakamatsu	Outside Director (Current Term)

4. Career History of Director Candidate

Name (Date of Birth)	Carrer History
Ichiro Yamamoto (October 26, 1967)	April 1993 Joined the Company April 2021 Deputy Executive Officer, Deputy Chief Executive Officer of R&D Headquarters, Concurrently General Manager of New Technology Development Division October 2021 Executive Officer April 2022 Executive Officer, Chief Executive Officer of R&D Headquarters. (Present)

5. Retirement of Executive Officer (Effective Date: March 31, 2026)

Executive Officer: Masatoshi Morino

- End -