



February 13, 2026

Company name: TOKYO SANGYO CO., LTD.  
Name of representative: Minoru Kambara, President and Representative Director  
(Securities code: 8070, TSE Prime Market)  
Inquiries: Naoyuki Tanaka, Senior Managing Officer;  
COO, Administration Division  
(Telephone: +81-3-5203-7690)

### Notice Concerning Changes of Representative Director and Officers

TOKYO SANGYO CO., LTD. (the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on February 13, 2026, to change the Company’s representative director and officers as described below.

#### 1. Change of representative director

##### (1) Details of change

| Name           | scheduled for late June 2026 position    | effective April 1, 2026 position               | Current Position   |
|----------------|--|--|--|
| Minoru Kambara | Director, Chairman of the Board          | Representative Director, Chairman of the Board | Representative Director, President & CEO                   |
| Yasuo Asada    | Representative Director, President & CEO | President & CEO                                | Director and Standing Audit & Supervisory Committee Member |

(Note) To be decided at the Annual General Meeting of Shareholders scheduled for late June 2026 and at the Board of Directors meeting following the Annual General Meeting of Shareholders.

##### (2) Reason for change

Under the Medium-term Management Plan, “T-ScaleUp2027 -Entering new domains for a green future-” starting from April 2023, the Company has been focusing on five priority strategies to promote businesses in environment and energy, strengthen governance and risk management, and expansion of shareholder returns. Fiscal 2026 marks the final year of this plan and represents a crucial milestone for the Company as we move into our next stage of growth.

Coinciding with this turning point in our business, we have decided to reshape our management structure to spearhead the next management plan and enhance corporate value from a long-term perspective. This will enable us to respond swiftly to changes in the business environment, accelerate further challenges, and strengthen our framework for pursuing sustainable growth.

(3) Career summary of the new representative director

Name: Yasuo Asada

Date of birth: October 14, 1963 (current age: 62)

Highest level of education attained: Graduate of the Keio University Faculty of Economics in March 1987

Place of origin: Tokyo Metropolis

|                 |              |   |
|-----------------|--------------|---|
| Career history: | April 1987   | Joined The Bank of Tokyo, Ltd. (current MUFG Bank, Ltd.)                                      |
|                 | March 2015   | President, Bank of Tokyo-Mitsubishi UFJ Turkey A.Ş. (current MUFG Bank Turkey Anonim Sirketi) |
|                 | October 2017 | Joined the Company  |
|                 | January 2018 | General Manager, Overseas Business Planning & Administration Dept.                            |
|                 | April 2018   | General Manager, Corporate Planning Dept.   |
|                 | April 2019   | Deputy COO, Corporate Planning Div.; and General Manager, Corporate Planning Dept.            |
|                 | April 2021   | Managing Officer and COO, Corporate Planning Div.   |
|                 | June 2023    | Director; and Standing Audit & Supervisory Committee Member (current position)                |
|                 | April 2026   | President & CEO (tentative)   |
|                 | June 2026    | Representative Director, President & CEO (tentative)  |

Number of shares of the Company held: 9,500

(4) Scheduled date of change

On the date of the Annual General Meeting of Shareholders to be held in June 2026

2. Changes of officers (effective April 1, 2026)

| Name             | New position  | Previous position  |
|------------------|---|--|
| Kenji Tazawa     | Director, Executive Managing Officer in charge of administration field and COO, Administration Div. | Director, Executive Managing Officer and COO, Corporate Planning Div.  |
| Eiichi Metoki    | Director and Executive Managing Officer in charge of marketing field                                | Director, Managing Officer and COO, Trade Div. A   |
| Tetsuzoh Shimada | Director  | Director, Executive Managing Officer and COO, Trade Div. B   |
| Masashi Kaneko   | Director and Audit & Supervisory Committee Member   |  |
| Toru Endo        | Senior Managing Officer, COO, Trade Div. C and General Manager, Nuclear Energy Dept.                | Senior Managing Officer, COO, Trade Div. C, General Manager, Nuclear Energy Dept. and General Manager, Nagasaki Branch         |
| Naoyuki Tanaka   | Senior Managing Officer   | Senior Managing Officer and COO, Administration Div.   |
| Masayuki Koyama  | Senior Managing Officer, COO, Trade Div. B and General Manager, Kansai Branch                       | Managing Officer, Deputy COO, Trade Div. B, General Manager, Kansai Branch and General Manager, Machinery Dept., Kansai Branch |
| Takashi Kitamura | Managing Officer, COO, Trade Div. A and General Manager, Power Plant Dept.                          | Managing Officer, Deputy COO, Trade Div. A and General Manager, Power Plant Dept.  |
| Motokuni Nawata  | Managing Officer, COO, Trade Div. D and General Manager, Industrial Systems Dept.                   | Managing Officer, Deputy COO, Trade Div. B and General Manager, Industrial Systems Dept.                                       |
| Takeshi Shimizu  | Managing Officer and General Manager, Corporate Planning Dept.                                      | General Manager, Corporate Planning Dept., Corporate Planning Div.   |

### 3. Changes of officers (scheduled for late June 2026)

To be decided at the Annual General Meeting of Shareholders scheduled for late June 2026 and at the Board of Directors meeting following the Annual General Meeting of Shareholders.

#### (1) Changes of officers

| Name           | New position   | Previous position       |
|----------------|--|-------------------------|
| Naoyuki Tanaka | Director and Standing Audit & Supervisory Committee Member | Senior Managing Officer |

#### (2) Scheduled for retirement

| Name             | Previous position                                 | Comments                 |
|------------------|---|--------------------------|
| Tetsuzoh Shimada | Director  | To assume Senior Advisor |
| Masashi Kaneko   | Director and Audit & Supervisory Committee Member | -                        |

[Reference] Directors and Managing Officers (April 1, 2026)

- Directors

| Title   | Name             | Areas of responsibility  |
|---|------------------|--|
| Representative Director and Chairman of the Board | Minoru Kambara   |  |
| Director and Executive Managing Officer           | Kenji Tazawa     | In charge of administration field and COO, Administration Div. |
| Director and Executive Managing Officer           | Eiichi Metoki    | In charge of marketing field                                   |
| Director  | Tetsuzoh Shimada |  |
| Director  | Sunao Nakamura   | (Outside Director)   |
| Director and Audit & Supervisory Committee Member | Masashi Kaneko   | (Outside Director)   |
| Director and Audit & Supervisory Committee Member | Seiko Fukuzaki   | (Outside Director)   |
| Director and Audit & Supervisory Committee Member | Akihiro Kawai    | (Outside Director)   |

- Managing Officers not concurrently serving as Directors

| Title                   | Name             | Areas of responsibility   |
|-------------------------|------------------|---|
| President & CEO         | Yasuo Asada      |   |
| Senior Managing Officer | Toru Endo        | COO, Trade Div. C and General Manager, Nuclear Energy Dept.     |
| Senior Managing Officer | Naoyuki Tanaka   |   |
| Senior Managing Officer | Masayuki Koyama  | COO, Trade Div. B and General Manager, Kansai Branch            |
| Managing Officer        | Kenji Fukudome   | General Manager, Audit Dept.                                    |
| Managing Officer        | Takashi Kitamura | COO, Trade Div. A and General Manager, Power Plant Dept.        |
| Managing Officer        | Kazuki Oshima    | Deputy COO, Trade Div. A  |
| Managing Officer        | Motokuni Nawata  | COO, Trade Div. D and General Manager, Industrial Systems Dept. |
| Managing Officer        | Takeshi Shimizu  | General Manager, Corporate Planning Dept.                       |

[Reference] Directors and Managing Officers (late June 2026)

To be officially decided at the Annual General Meeting of Shareholders scheduled for late June 2026 and at the Board of Directors meeting following the Annual General Meeting of Shareholders.

- Directors

| Title  | Name           | Areas of responsibility  |
|--|----------------|--|
| Director, Chairman of the Board                            | Minoru Kambara |  |
| Representative Director, President & CEO                   | Yasuo Asada    |  |
| Director and Executive Managing Officer                    | Kenji Tazawa   | In charge of administration field and COO, Administration Div. |
| Director and Executive Managing Officer                    | Eiichi Metoki  | In charge of marketing field                                   |
| Director   | Sunao Nakamura | (Outside Director)   |
| Director and Standing Audit & Supervisory Committee Member | Naoyuki Tanaka |  |
| Director and Audit & Supervisory Committee Member          | Seiko Fukuzaki | (Outside Director)   |
| Director and Audit & Supervisory Committee Member          | Akihiro Kawai  | (Outside Director)   |

- Managing Officers not concurrently serving as Directors

| Title                   | Name             | Areas of responsibility   |
|-------------------------|------------------|---|
| Senior Managing Officer | Toru Endo        | COO, Trade Div. C and General Manager, Nuclear Energy Dept.     |
| Senior Managing Officer | Masayuki Koyama  | COO, Trade Div. B and General Manager, Kansai Branch            |
| Managing Officer        | Kenji Fukudome   | General Manager, Audit Dept.                                    |
| Managing Officer        | Takashi Kitamura | COO, Trade Div. A and General Manager, Power Plant Dept.        |
| Managing Officer        | Kazuki Oshima    | Deputy COO, Trade Div. A  |
| Managing Officer        | Motokuni Nawata  | COO, Trade Div. D and General Manager, Industrial Systems Dept. |
| Managing Officer        | Takeshi Shimizu  | General Manager, Corporate Planning Dept.                       |