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.

November 12, 2026

To Whom It May Concern

Company name: KATO SANGYO CO., LTD.
Name of representative: Kazuya Kato,
Representative Director and
President Executive Officer
Securities code: 9869 (TSE Prime Market)
Inquiries: Shigenori Tsuguie,
Director and Managing Executive Officer,
Chief of Administration Headquarters
Telephone: +81-798-33-7650

Notice Concerning Change (Additional Appointment) of Representative Director and Executive Personnel Change

KATO SANGYO CO., LTD. (the "Company") hereby gives notice that it resolved upon matters relating to change (additional appointment) of Representative Director and executive personnel change at the meeting of the Board of Directors held on November 12, 2026.

Directors are scheduled to be formally approved at the 80th Annual General Meeting of Shareholders to be held on December 18, 2026.

1. Change (additional appointment) of Representative Director

(1) Detail of change

Name	New title	Current title
Toshinao Nakamura	Representative Director and Senior Managing Executive Officer	Director and Senior Managing Executive Officer

(2) Reason for change (additional appointment)

To enhance management continuity and stability by transitioning to a two-person Representative Director structure, while further strengthening the management structure, thereby aiming to accelerate management decision-making and achieve sustainable enhancement of corporate value.

(3) Name and career of newly appointed Representative Director

Name (Date of Birth)	Career summary, position and responsibility in the Company (Significant concurrent positions outside the Company)	
Toshinao Nakamura (September 7, 1967)	Apr. 1991	Joined the Company
	Oct. 2008	Branch Manager of Nagoya Branch, Chubu Division
	Apr. 2011	General Manager of Wide-Area Distribution Department
	Dec. 2013	Executive Officer, General Manager of Wide-Area Distribution Department
	Dec. 2014	Executive Officer, General Manager of Wide-Area Distribution Department and Private Label Division
	Dec. 2015	Director, Assistant Chief of Sales Headquarters, General Manager of Wide-Area Distribution Department and Private Label Division
	Aug. 2017	Director, Assistant Chief of Sales Headquarters, Responsible for Wide-Area Distribution, General Manager of Private Label Division
	Dec. 2018	Managing Director, Assistant Chief of Sales Headquarters, Responsible for Wide-Area Distribution, General Manager of Private Label Division, Responsible for Private Label Business and International Business
	Apr. 2019	Managing Director, Assistant Chief of Sales Headquarters, Responsible for Wide-Area Distribution, Private Label Business, and International Business
	Dec. 2019	Managing Director, Vice Chief of Sales Headquarters, Responsible for Wide-Area Distribution, Private Label Business, and International Business
	Dec. 2021	Managing Director, Vice Chief of Sales Headquarters, Responsible for Wide-Area Distribution, Private Label Business, and operations in Chubu-Area
	Dec. 2022	Managing Director, Vice Chief of Sales Headquarters, Responsible for Wide-Area Distribution and operations in Chubu-Area
	Dec. 2023	Director and Senior Managing Executive Officer, Chief of Sales Headquarters and Responsible for Group Sales(present position)
(Number of the Company's share owned) 21,938		(Significant concurrent positions outside the Company) None

(4) Scheduled date of assuming office

December 18, 2026

2. New election for Executive Officers under a Mandate Agreements (effective December 18, 2026)

Senior Executive Officer	Shoichi Yabe
Senior Executive Officer	Yuichi Yazawa

3. Retiring Executive Officer under a Mandate Agreement (effective December 18, 2026)

Senior Executive Officer	Tsutomu Matsumura

4. New election for Executive Officers (effective December 18, 2026)

Executive Officer	Daisuke Katsuta
Executive Officer	Kazuaki Fushimi
Executive Officer	Takakiyo Aoyagi

5. Retiring Executive Officers (effective December 18, 2026)

Executive Officer	Makoto Akashi
Executive Officer	Shoichi Yabe
Executive Officer	Yuichi Yazawa

6. Retiring Advisors (effective December 18, 2026)

Advisor	Takashi Ota
Advisor	Satoshi Ono

7. The Structure of Directors and Audit & Supervisory Board Members (effective December 18, 2026)

	Representative Director	Kazuya Kato
(Promotion)	Representative Director	Toshinao Nakamura
	Director	Shigenori Tsuguie
	Director	Takashi Onishi
	Outside Director	Yusuke Yasokawa

Outside Director	Ayako	Kaiho
Outside Director	Hidehiko	Aoki
Audit & Supervisory Board Member	Masahito	Ikemura
Audit & Supervisory Board Member	Yuji	Kureta
Outside Audit & Supervisory Board Member	Koji	Yamamura
Outside Audit & Supervisory Board Member	Asuka	Nakamura

8. The Structure of Executive Officers (effective December 18, 2026)

	President Executive Officer	Kazuya	Kato
	Senior Managing Executive Officer	Toshinao	Nakamura
	Senior Managing Executive Officer	Kimihiro	Suga
	Managing Executive Officer	Masatoshi	Uchita
	Managing Executive Officer	Shigenori	Tsuguie
	Managing Executive Officer	Takashi	Onishi
(Promotion)	Managing Executive Officer	Kenji	Takase
	Senior Executive Officer	Eiji	Tanaka
	Senior Executive Officer	Yoshiaki	Nakagawa
(Promotion)	Senior Executive Officer	Shoichi	Yabe
(Promotion)	Senior Executive Officer	Yuichi	Yazawa
	Executive Officer	Yoichi	Wada
	Executive Officer	Taro	Ihara
	Executive Officer	Yasunori	Gouda
	Executive Officer	Sotaro	Shiraishi

	Executive Officer	Shinpei	Iseki
	Executive Officer	Kenji	Takaya
	Executive Officer	Hiroshi	Ueno
(New election)	Executive Officer	Daisuke	Katsuta
(New election)	Executive Officer	Kazuaki	Fushimi
(New election)	Executive Officer	Takakiyo	Aoyagi

*Senior Executive Officers and above are under mandate agreements, while Executive Officers are under employment agreements.

9. Chairman Emeritus and Advisors (effective December 18, 2026)

Chairman Emeritus	Takeo	Kato
Advisor	Yoshiyuki	Nakajima
Advisor	Keisuke	Hibi
Advisor	Tsutomu	Matsumura