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 13, 2026

For immediate release

Company name: K&O Energy Group Inc.
Representative: Akio Midorikawa
Representative Director, President and Chief Executive Officer
(Securities code: 1663; TSE Prime Market)
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Notice Regarding Executive Personnel Changes at the Company and Its Major Subsidiaries

K&O Energy Group Inc. (the "Company") hereby announces that it has decided on executive personnel appointments at the Company and its major subsidiaries as follows.

1. K&O Energy Group Inc.

(1) Executive Officer Structure

(i) New Structure (Effective January 1, 2027)

Position Title	Name	Responsibility	Remarks
President and Chief Executive Officer	**Tadayoshi Ishiwatari**	**In charge of Kanto Natural Gas Development Co., Ltd.**	**Promoted**
Managing Executive Officer	**Akihiro Miura**	**In charge of Personnel Div. and Otaki Gas Co., Ltd.**	Reappointed
Executive Officer	**Hisanao Jo**	**In charge of K&O Iodine Co., Ltd.**	**Newly Appointed**
Executive Officer	**Nobuhiko Yashiro**	**General Manager of Accounting & Finance Div.**	Reappointed
Executive Officer	**Shogo Nakayama**	**General Manager of Corporate Administration Div.**	Reappointed
Executive Officer	**Soichiro Yamaguchi**	**In charge of Information Systems Div. General Manager of Corporate Planning Div.**	**Newly Appointed**

(ii) Retired (Effective December 31, 2026)

Position Title	Name
President and Chief Executive Officer	**Akio Midorikawa**
Managing Executive Officer	**Takeo Takahashi**

Note: Mr. Takeshi Mori ceased to hold office effective September 29, 2026, upon his passing.

(2) Proposed Directors and Audit & Supervisory Board Members

(i) New Structure (Scheduled to Take Effect Following the March 2027 Annual General Meeting of Shareholders)

Position Title	Name	Remarks	Responsibility
Representative Director	**Tadayoshi Ishiwatari**	**Newly Appointed**	**President and Chief Executive Officer In charge of Kanto Natural Gas Development Co., Ltd.**
Representative Director	**Akihiro Miura**	**Newly Appointed**	**Managing Executive Officer In charge of Personnel Div. and Otaki Gas Co., Ltd.**
Director	**Nobuhiko Yashiro**	Reappointed	**Executive Officer General Manager of Accounting & Finance Div.**
Outside Director	**Misao Kikuchi**	Reappointed	
Outside Director	**Tatsuro Ishizuka**	Reappointed	
Outside Director	**Sadayo Kobayashi**	Reappointed	
Outside Director	**Yoshiyuki Morimoto**	Reappointed	
Outside Director	**Yumiko Masuda**	Reappointed	
Outside Director	**Hirokazu Nishimura**	**Newly Appointed**	
Audit & Supervisory Board Member	**Kazuhiko Maru**	Incumbent	
Audit & Supervisory Board Member	**Takeo Takahashi**	**Newly Appointed**	
Outside Audit & Supervisory Board Member	**Haruki Uchida**	Incumbent	
Outside Audit & Supervisory Board Member	**Hiromichi Kokaji**	Incumbent	

Note: The above appointments are scheduled to be formally approved at the Annual General Meeting of Shareholders in March 2027 and the subsequent Board of Directors meeting.

(ii) Retired (Effective Following the March 2027 Annual General Meeting of Shareholders)

Position Title	Name
Representative Director	**Akio Midorikawa**
Director	**Hisanao Jo**
Audit & Supervisory Board Member	**Ken Nagashima**

Note: Mr. Takeshi Mori ceased to hold office effective September 29, 2026, upon his passing.

2. Kanto Natural Gas Development Co., Ltd.

(1) Proposed Board of Directors Structure

(i) New Structure (Effective January 1, 2027)

Position Title	Name	Responsibility	Remarks
Representative Director President and Representative Director	**Tadayoshi Ishiwatari**		Reappointed
Managing Director	**Shoji Kunisue**	**Director, in charge of Administration Div., Engineering Div., and Construction Div. General Manager of Technical Div.**	**Promoted**
Director	**Hisanao Jo**		Reappointed
Director	**Hidefumi Ikeda**	**General Manager of Production Div. General Manager of Environment & Safety Div.**	Reappointed
Director	**Toshiaki Yamaguchi**	**Director, in charge of Sales Div. General Manager of Research and Development Div.**	Reappointed

Note: The above appointments are scheduled to be formally approved at the Extraordinary General Meeting of Shareholders in January 2027 and the subsequent Board of Directors meeting.

(ii) Retired (Effective January 1, 2027)

Position Title	Name
Managing Director	**Youji Yamagami**
Director	**Kenji Hatano**

(2) Audit and Supervisory Board Structure
(As of January 1, 2027)

Position Title	Name
Audit & Supervisory Board Member	**Kazuhiko Maru**

3. Otaki Gas Co., Ltd.

(1) Proposed Board of Directors Structure

(i) New Structure (Effective January 1, 2027)

Position Title	Name	Responsibility	Remarks
Representative Director President and Representative Director	**Akihiro Miura**		Reappointed
Managing Director	**Yo Sakata**	**General Manager, Sales Headquarters**	**Promoted**
Director and Counselor	**Akio Midorikawa**		Reappointed
Director	**Kaoru Uehara**	**Director, in charge of Gas Distribution Dept., Gas Engineering Dept., and Business Development Dept.**	Reappointed
Director	**Takayuki Horoiwa**	**General Manager of General Administration Dept. General Manager of Corporate Planning Dept.**	**Newly Appointed**

Note: The above appointments are scheduled to be formally approved at the Extraordinary General Meeting of Shareholders in January 2027 and the subsequent Board of Directors meeting.

(ii) Retired (Effective January 1, 2027)

Position Title	Name
Managing Director	**Takehiro Aoki**

(2) Audit and Supervisory Board Structure
(As of January 1, 2027)

Position Title	**Name**
Audit & Supervisory Board Member	**Ken Nagashima**

4. K&O Iodine Co., Ltd.

(1) Proposed Board of Directors Structure

(i) New Structure (Effective January 1, 2027)

Position Title	Name	Responsibility	Remarks
Representative Director President and Representative Director	**Hisanao Jo**	**Director, in charge of Corporate Administration Div.**	**Promoted**
Director	**Eiichi Uchida**	**Director, in charge of Production Div. General Manager of the Environment & Safety Management Div.**	Reappointed
Director	**Shin Yamashita**	**General Manager of Sales & Marketing Div. General Manager of Corporate Planning Div.**	Reappointed
Director	**Keiji Ishizaka**	**(Part-time)**	Reappointed

Note: The above appointments are scheduled to be formally approved at the Extraordinary General Meeting of Shareholders in January 2027 and the subsequent Board of Directors meeting.

(ii) Retired (Effective January 1, 2027)

Position Title	Name
Representative Director President and Representative Director	**Takeo Takahashi**
Director	**Kenji Hatano**

(2) Audit and Supervisory Board Structure
(As of January 1, 2027)

Position Title	Name
Audit & Supervisory Board Member	**Kazuhiko Maru**

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