

December 15, 2025



Company name: Tokai Carbon Co., Ltd.

Representative: Hajime Nagasaka, President & CEO

(Stock Code: 5301 Prime Market, Tokyo Stock Exchange)

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Notice on Changes in the Management

Tokai Carbon announce the following personnel changes.

(1) Changes in Member of the Board and Executive Officer

New Position	Name	Current Position
Member of the Board Executive Officer President, Tokai Material Co., Ltd.	Takashi Masaki	Member of the Board Executive Officer Chief Restructuring Officer
Executive Officer Chief Executive Officer, Tokai COBEX	Hideo Shin	Executive Officer Co-Chief Executive Officer, Tokai COBEX

Effective from January 1, 2026.

End of notice