

February 12, 2026



Company name: Tokai Carbon Co., Ltd.

Representative: Hajime Nagasaka, President & CEO

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

Contact: Akira Yamada, General Manager,
General Affairs Department

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Notice of Management Changes

Tokai Carbon has decided on the following personnel changes, effective March 27, 2026.

(1) New member of the Board

New Position	Name	Current Position
Member of the Board Executive Officer Responsible for Corporate Planning Department	Akihiko Sato	Executive Officer Responsible for Corporate Planning Department
Member of the Board Executive Officer Deputy Responsible for Corporate Planning Department	Tsunayuki Sato	Executive Officer Deputy Responsible for Corporate Planning Department
Member of the Board (External)	Kimiya Sano	—
Member of the Board (External)	Akira Takada	—

The above position is scheduled under the approval of the FY2025 Annual Meeting of Shareholders on March 27, 2026.

(2) Retirement from member of the Board

Current Position	Name	Post-Retirement
Member of the Board Executive Officer General Manager, Technology & Engineering Division	Shunji Yamamoto	Executive Advisor
Member of the Board Executive Officer President, Tokai Material Co., Ltd.	Takashi Masaki	President, Tokai Material Co., Ltd.
Member of the Board (External)	Nobumitsu Kambayashi	—

The above retirement is scheduled when the FY2025 Annual Meeting of Shareholders closes on March 27, 2026.

(3) New Executive Officer

New Position	Name	Current Position
Executive Officer General Manager, Internal Auditing Office	Atsuhiko Nihei	Business Director General Manager, Internal Auditing Office
Executive Officer Responsible for ICT Promotion Department	Yohei Kataoka	Business Director Responsible for ICT Promotion Department General Manager, ICT Promotion Department

The above position is scheduled for March 27, 2026.

(4) Executive Officer Retirements

Current Position	Name	Post-Retirement
Executive Officer Responsible for General Affairs and Legal Affairs Department General Manager, General Affairs Department and Legal Affairs Department	Akira Yamada	—

The above retirements are scheduled for March 27, 2026.

(5) Changes in Executive Officer

New Position	Name	Current Position
Executive Officer Deputy General Manager, Technology & Engineering Division Engineering Advisor, CB Business Rebuilding Project	Keiichiro Machihara	Executive Officer Deputy General Manager, Technology & Engineering Division General Manager, Engineering Department Engineering Advisor, CB Business Rebuilding Project

The above position is scheduled for March 27, 2026.

End of notice