[Translation]

May 14, 2026

Company Name: TBS HOLDINGS, INC.
Representative: Ryujiro Abe, President & Chief Executive Officer
(Stock Code: 9401, Prime Market of the Tokyo Stock Exchange)
Contact: Makoto Kido, President of Management Support Division
Tel.: +81-3-3746-1111

Notice Concerning Changes of Executive Personnel

TBS HOLDINGS, INC. (the "Company") hereby announces that at the meeting of the Board of Directors of the Company held today, changes of executive personnel were resolved as follows.

[TBS HOLDINGS] (Expected as of June 26, 2026)

1. Candidate for New Director (excluding Outside Directors)

Name	New Position	Current Position
Takanobu Goda	Managing Director	(Senior Managing Director, TOKYO BROADCASTING SYSTEM TELEVISION, INC.)

2. Candidates for New Outside Directors and their career summary

Name	Career Summary
Kyoichiro Uenishi Date of birth: January 15, 1958	Apr. 1980: Joined Oriental Land CO., Ltd. Jun. 2003: Director and General Manager of General Affairs Department May 2005: Director, Officer and General Manager of General Affairs Department Apr. 2006: Director and Officer Apr. 2008: Director, Officer and General Manager of Corporate Strategy Planning Department Apr. 2009: Representative Director, President and COO and President Officer Jun. 2021: Special Advisor (incumbent) Apr. 2022: Outside Director of Mizuho Bank, Ltd. (incumbent) Jun. 2022: Outside Director of The Keiyo Bank, Ltd. (incumbent)
Yoshie Tsukamoto Date of birth: January 12, 1963	Apr. 1986: Joined NIPPON TELEGRAPH AND TELEPHONE CORPORATION (currently NTT, Inc.) Jun. 2000: General Manager, goo Company of NTT-X Corporation Nov. 2002: General Manager, MSN Business Department of Microsoft Co., Ltd. (currently Microsoft Japan Co., Ltd.) Jul. 2003: Executive Officer of Microsoft Japan Co., Ltd. Feb. 2007: Vice President and General Manager, Media Business Preparation Office of ACCESS CO., LTD. Aug. 2008: General Manager, Marketing Solution Office, Corporate Planning Department of NTT Communications Corporation (currently NTT DOCOMO BUSINESS, Inc.) Oct. 2012: President, CEO and Representative Director of NTTCom Online Marketing Solutions Corporation (currently NTT DOCOMO BUSINESS X, Inc.) Jun. 2024: Outside Director of Kobe Steel, Ltd. (incumbent) Jun. 2025: Executive Advisor of NTT DOCOMO BUSINESS X, Inc.

Note : This document has been translated from a part of 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.

3. Appointment of Executive Officers

Name	New Position	Current Position
Shinichi Mishiro	Executive Officer of TBS Group	(President of Content Strategy Division, TOKYO BROADCASTING SYSTEM TELEVISION, INC.)
Miwa Tanizawa	Executive Officer of TBS Group	Senior Manager of Human Resources and Labor Division
Kyoko Nagaoka	Executive Officer of TBS Group	Senior Manager of Human Resources and Labor Division

4. Changes in Titles of Executive Officers

Name	New Position	Current Position
Jun Yasuda	Executive Officer (Director, TOKYO BROADCASTING SYSTEM TELEVISION, INC.)	Executive Officer of TBS Group
Akihiko Ishimaru	Senior Executive Officer of TBS Group	Executive Officer of TBS Group
Yuji Yoshida	Project Executive Officer	Executive Officer
Yukari Aoki	Project Executive Officer	Executive Officer

5. Retiring Executive Officers

Name	Current Position
Mei Takeuchi	Executive Officer
Ken Sonoda	Senior Executive Officer of TBS Group
Kunio Tokui	Project Executive Officer

*Mr. Mei Takeuchi is scheduled to be appointed Managing Director of TOKYO BROADCASTING SYSTEM TELEVISION, INC. on June 26, 2026.

END

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