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May 14, 2026

Company name: Okamoto Industries, Inc.
Name of representative: Kunihiko Okamoto, Representative
Director and President
(Securities code: 5122; Prime
Market)
Inquiries: Yuji Tanaka, Director
Managing Executive Officer
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Notice Regarding Appointments of Directors and Executive Officers

At the Board of Directors meeting held on May 14, 2026, Okamoto Industries, Inc. resolved the following appointments of Directors and Executive Officers, subject to approval at the 130th Annual General Meeting of Shareholders scheduled to be held on June 26, 2026.

1. Candidates for Directors (Excluding Directors Who Are Audit and Supervisory Committee Members)

Name	New Position	Current Position	New/Reappointed
Kunihiko Okamoto	Representative Director President & Chief Executive Officer	Same as left	Reappointed
Yuji Tanaka	Director Senior Managing Executive Officer	Director Managing Executive Officer	Reappointed
Kenji Tanaka	Director Senior Managing Executive Officer	Director Managing Executive Officer	Reappointed
Tetsuo Nodera	Director, Managing Executive Officer	Managing Executive Officer	Newly appointed
Takayuki Kume	Director Managing Executive Officer	Managing Executive Officer	Newly appointed
Yuri Sugano	Director (Outside)	Same as left	Reappointed

* Ms. Yuri Sugano has been designated and registered with the Tokyo Stock Exchange as an independent officer as defined by the Exchange.

2. Candidate for Director who is an Audit and Supervisory Committee Member

Name	New Position	Current Position	New/Reappointed
Hiroshi Takashima	Director Full-time Audit and Supervisory Committee Member.	Same as left	Reappointed
Takaaki Tokuhiro	Director (outside) Non-full-time Audit and Supervisory Committee Member	Certified Public Accountant	Newly appointed
Michiyo Yamamiya	Director (outside) Non-full-time Audit and Supervisory Committee Member	Partner lawyer at Tanabe & Partners	Newly appointed

* Mr. Takaaki Tokuhiro and Ms. Michiyo Yamamiya are scheduled to be designated and registered with the Tokyo Stock Exchange as independent officers as defined by the Exchange.

3. Substitute Candidate for Director who is an Audit and Supervisory Committee Member

Name	Current Position
Yuji Taniguchi	Managing Executive Officer President and Director, OKAMOTO NORTH AMERICA Inc. President and Director, OKAMOTO U.S.A., Inc.
Noriyasu Kaneko	Attorney-at-Law, Asahi Law Office.

* Mr. Yuji Taniguchi is a substitute candidate for Mr. Hiroshi Takashima, while Mr. Noriyasu Kaneko is a substitute candidate for Mr. Takaaki Tokuhiro and Ms. Michiyo Yamamiya.

4. Directors Scheduled to Retire

Name	Current Position
Yoshiyuki Okamoto	Director Chairman
Yoshimi Fukasawa	Director (outside) Non-full-time Audit and Supervisory Committee Member
Mitsuo Arai	Director (outside) Non-full-time Audit and Supervisory Committee Member

* Mr. Yoshiyuki Okamoto, Ms. Yoshimi Fukasawa, and Mr. Mitsuo Arai are scheduled to retire from their positions as Directors upon the expiration of their terms of office at the conclusion of the 130th Annual General Meeting of Shareholders scheduled to be held on June 26, 2026.

* Mr. Yoshiyuki Okamoto is scheduled to assume the position of Senior Advisor.

3. Executive Officer Appointments (Effective June 26, 2026)

Name	New Position	Current Position	New/Reappointed
Kunihiko Okamoto	Chief Executive Officer	Same as left	Reappointed
Kenji Tanaka	Senior Managing Executive Officer Strategic Information System Dept. Technology in general Tsukuba Plant Manager	Managing Executive Officer Strategic Information System Dept. Technology in general Tsukuba Plant Manager	Reappointed (Promotion)
Yuji Tanaka	Senior Managing Executive Officer General Affairs Dept. Regulatory Affairs Dept. Officer in Charge of Sustainability Promotion.	Managing Executive Officer General Affairs Dept. Customer Service Section. Regulatory Affairs Dept. Shoes Dept. Osaka Branch, Nagoya Office, Fukuoka Office	Reappointed (Promotion)
Tetsuo Nodera	Managing Executive Officer Automobile Material Dept. President and Director of Okamoto Manufacturing Wuhan Co.,Ltd.	Same as left	Reappointed
Takayuki Kume	Managing Executive Officer Healthcare Product Dept. Livingware Product Dept. Shoes Dept.	Managing Executive Officer Healthcare Product Dept. Livingware Product Dept.	Reappointed
Atsushi Sato	Managing Executive Officer Ibaraki Plant Manager Fukushima Plant Manager In Charge of the Okayama Plant.	Same as left	Reappointed
Yuji Taniguchi	Managing Executive Officer President and Director of OKAMOTO NORTH AMERICA Inc. and OKAMOTO U.S.A.,Inc.	Same as left	Reappointed
Minoru Yamazaki	Managing Executive Officer Human Resource Dept. Osaka Branch. Nagoya Office. Fukuoka Office. Customer Service Section. Chairperson of Okamoto Health Insurance Association.	Executive Officer Human Resource Dept. Chairperson, Okamoto Health Insurance Association.	Reappointed (Promotion)
Tatsuya Sato	Executive Officer Gloves & Medical Products Dept.	Same as left	Reappointed
Nobuyuki Ito	Executive Officer Adhesive Tape Dept.	Same as left	Reappointed
Hiroyuki Uchiyama	Executive Officer Wallcovering Dept.	Same as left	Reappointed

Name	New Position	Current Position	New/Reappointed
Hisao Hosoya	Executive Officer Accounting Dept.	Same as left	Reappointed
Shigetaka Wakabayashi	Executive Officer Specialized Plastic Film Dept.	Same as left	Reappointed
Haruhide Kawai	Executive Officer Shizuoka Plant Manager President and Representative Director of Kyushu Gravure Printing Co., Ltd.	Same as left	Reappointed
Kozo Kitaoka	Executive Officer Agricultural Film Dept.	Same as left	Reappointed
Akira Tsuge	Executive Officer Commodity Plastic Film Dept.	Same as left	Reappointed