

March 2, 2026

To the Press,

TSUBAKIMOTO CHAIN CO.

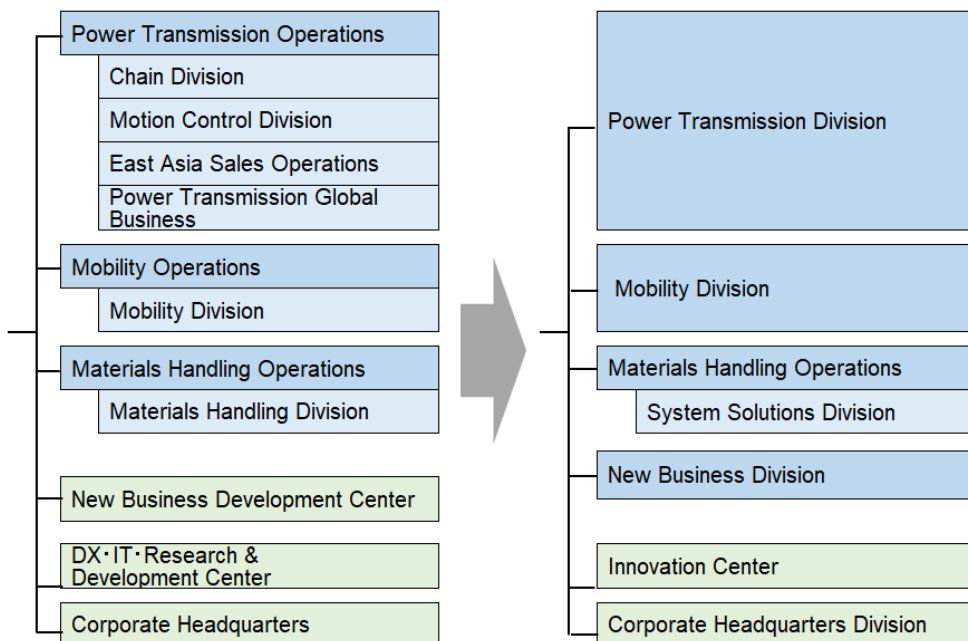
Organizational Reform and Personnel Changes
(As of April 1, 2026)

1. Organizational reform

To strengthen our business foundation and accelerate the commercialization of new businesses toward achieving sustainable growth in an increasingly dynamic environment, we will be implementing the following organizational reforms.

(1) Companywide organization

- Power Transmission Operations will be dissolved, and the Chain Division, Motion Control Division, and other related units will be integrated to establish the Power Transmission Division, thereby transitioning to a “total solutions business for power transmission and conveyance products.”
- Mobility Operations will be dissolved and reorganized as the Mobility Division.
- The Materials Handling Division under Materials Handling Operations will be renamed the System Solutions Division, and through a shift to a solutions-based business model and structural reforms, we will strengthen our earnings base.
- The New Business Development Center will be separated into a revenue-generating unit and a new business creation (exploration) unit. The revenue-generating unit will be newly established as the New Business Division and spun off as an independent unit in order to accelerate profitability and business growth.
- The DX/IT/Research & Development Center and the new business creation (exploration) unit of the New Business Development Center will be integrated to form the Innovation Center. This will further accelerate development speed, drive the early commercialization of new products and businesses, and lead the creation of innovative businesses that contribute to solving community issues.
- To strengthen strategic functions as the global group headquarters and accelerate decision-making, a new Corporate Headquarters Division will be established to oversee corporate headquarters functions.



2. Personnel changes

(1) Promotion of Executive Officers

New Position	Former Position	Name
Managing Executive Officer	Senior Executive Officer	Osamu Kawakami
Managing Executive Officer	Senior Executive Officer	Yasuhiro Akesaka
Managing Executive Officer	Senior Executive Officer	Takao Maeda
Managing Executive Officer	Executive Officer	Katsuya Nakakubo
Senior Executive Officer	Executive Officer	Masayoshi Fujimura
Senior Executive Officer	Executive Officer	Nobuhiko Yoshimura

(2) New appointment of Executive Officers

New Position	Former Position	Name
Senior Executive Officer	(President, Daido Kogyo Co., Ltd.)	Hirofumi Araya
Executive Officer	Senior Manager	Kazuhiko Araki
Executive Officer	Senior Manager	Yasuaki Kitagawa
Executive Officer	Senior Manager	Junichi Uchimaru
Executive Officer	Senior Expert	Tsutomu Nishida
Executive Officer	Senior Manager	Hiroyuki Miyano

(3) Retirement of Executive Officers

Current Position		Name
Senior Managing Executive Officer		Yasushi Nagai
Managing Executive Officer		Kazutomo Nakamura
Managing Executive Officer		Hisao Nishii
Managing Executive Officer		Isao Sato
Senior Executive Officer		Hiromi Ishida

(4) Personnel changes

New Position	Former Position	Name
<u>European Management Integration</u>	Power Transmission Global Business, Power Transmission Operations	Managing Executive Officer Toshihiro Ageta
<u>Safety, Quality & Environment, Corporate Headquarters Division</u>	Sustainability	Managing Executive Officer Nobuaki Haga

<u>Corporate Headquarters Division</u>	Motion Control Division, Power Transmission Operations	Managing Executive Officer Osamu Kawakami
<u>Daido Integration</u>	Finance & Accounting / Corporate Planning / PMI	Managing Executive Officer Yasuhiro Akesaka
<u>Power Transmission Division/ Global Business</u>	Chain Division, Power Transmission Operations	Managing Executive Officer Takao Maeda
<u>Mobility Division</u>	Mobility Division, Mobility Operations	Managing Executive Officer Katsuya Nakakubo
<u>New Business Division</u>	New Business Planning Development Center	Senior Executive Officer Futoshi Tanyama
<u>Intellectual Property Strategy Department, Corporate Headquarters Division</u>	Agri Business	Senior Executive Officer Atsushi Kumakura
<u>East Asia Sales, Power Transmission Division</u>	East Asia Sales, Power Transmission Operations	Senior Executive Officer Masayoshi Fujimura
<u>System Solutions Division, Materials Handling Operations</u>	Materials Handling Division, Materials Handling Operations	Senior Executive Officer Nobuhiko Yoshimura
President, Daido Kogyo Co., Ltd.	(President, Daido Kogyo Co., Ltd.)	Senior Executive Officer Hirofumi Araya
<u>eCARGO Business, New Business Division</u>	New Mobility, New Business Development Center	Executive Officer Atsushi Saeki
<u>Deputy General Manager, Power Transmission Division/</u>	(Director and General Manager, Tsubakimoto Chain (Tianjin) Co., Ltd.)	Executive Officer Kazuhiko Araki
Japan Sales, East Asia Sales, <u>Power Transmission Division</u>	Japan Sales, East Asia Sales, Power Transmission Operations	Executive Officer Yasuaki Kitagawa
<u>Business Operations, Mobility Division</u>	Global Manufacturing, Mobility Division, Mobility Operations	Executive Officer Junichi Uchimarū
<u>Finance & Accounting Dept., Corporate Headquarters Division</u>	Finance & Accounting Dept.	Executive Officer Tsutomu Nishida
<u>Innovation Center</u>	Core Engineering, Motion Control Division, Power Transmission Operations	Executive Officer Hiroyuki Miyano