



November 13, 2025

For immediate release

Company name: K&O Energy Group Inc.
Representative: Akio Midorikawa
Representative Director and President
(Securities code: 1663; TSE Prime Market)
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Notice Regarding Executive Personnel Changes (Company and Major Subsidiaries) and Review of Executive Officer Structure

K&O Energy Group Inc. (the "Company") has decided to revise the timing of executive officer appointments to align with the start of the fiscal year in January, with the aim of further strengthening its governance structure. Accordingly, the Company hereby announces the following executive personnel appointments at the Company and its major subsidiaries.

This change is intended to enhance alignment between the processes of formulating, executing, and evaluating business plans and the terms of executive officers and directors of major subsidiaries, thereby contributing to the development of a more effective governance structure.

1. K&O Energy Group Inc.

(1) Proposed Directors and Audit & Supervisory Board Members

New Structure (Scheduled to Take Effect Following the March 2026 Annual General Meeting of Shareholders)

Position Title	Name	Remarks
Representative Director	Akio Midorikawa	Reappointed
Representative Director	Takeshi Mori	Reappointed
Director	Nobuhiko Yashiro	Reappointed
Director	Hisanao Jo	Reappointed
Outside Director	Misao Kikuchi	Reappointed
Outside Director	Tatsuro Ishizuka	Reappointed
Outside Director	Sadayo Kobayashi	Reappointed
Outside Director	Yoshiyuki Morimoto	Reappointed
Outside Director	Yumiko Masuda	Reappointed
Full-Time Audit & Supervisory Board Member	Kazuhiko Maru	Reappointed
Full-Time Audit & Supervisory Board Member	Ken Nagashima	Incumbent
Outside Audit & Supervisory Board Member	Haruki Uchida	Reappointed
Outside Audit & Supervisory Board Member	Hiromichi Kokaji	Reappointed

Note: The above appointments are scheduled to be formally approved at the Annual General Meeting of Shareholders in March 2026 and the subsequent Board of Directors meeting.

(2) Executive Officer Structure

(i) New Structure (Effective January 1, 2026)

Position Title	Name	Responsibility	Remarks
President, Chief Executive Officer	Akio Midorikawa	In charge of Information Systems Div.	Reappointed
Senior Managing Executive Officer	Takeshi Mori	In charge of Corporate Planning Div. and Personnel Div.	Reappointed
Managing Executive Officer	Tadayoshi Ishiwatari	In charge of Kanto Natural Gas Development Co., Ltd.	Reappointed
Managing Executive Officer	Akihiro Miura	In charge of Otaki Gas Co., Ltd.	Promoted
Managing Executive Officer	Takeo Takahashi	In charge of K&O Iodine Co., Ltd.	Reappointed
Executive Officer	Nobuhiko Yashiro	General Manager of the Accounting & Finance Div.	Reappointed
Executive Officer	Shogo Nakayama	General Manager of Corporate Administration Div.	Reappointed

(ii) Retired as of December 31, 2025

Position Title	Name
Executive Officer	Hisanao Jo

2. Kanto Natural Gas Development Co., Ltd.

(1) Proposed Board of Directors Structure

(i) New Structure (Effective January 1, 2026)

Position Title	Name	Responsibility	Remarks
Representative Director President and Representative Director	Tadayoshi Ishiwatari	Director, in charge of Administration Div. General Manager of Sales Div.	Reappointed
Managing Director	Youji Yamagami	Director, in charge of Construction Div.	Reappointed
Director	Shoji Kunisue	Director, in charge of Engineering Div. General Manager of Technical Div.	Reappointed
Director	Hisanao Jo	General Manager of Environment & Safety Div.	Reappointed
Director	Kenji Hatano		Reappointed
Director	Hidefumi Ikeda	General Manager of Production Div.	Newly Appointed
Director	Toshiaki Yamaguchi	General Manager of Research and Development Div.	Newly Appointed

Note: The above appointments are scheduled to be formally approved at the Extraordinary General Meeting of Shareholders in January 2026 and the subsequent Board of Directors meeting.

(ii) Retired as of January 1, 2026

Position Title	Name
Representative Director Chairperson and Director	Takeshi Mori

(2) Audit and Supervisory Board Structure
(As of January 1, 2026)

Position Title	Name
Audit & Supervisory Board Member	Kazuhiko Maru

3. Otaki Gas Co., Ltd.

(1) Proposed Board of Directors Structure
New Structure (Effective January 1, 2026)

Position Title	Name	Responsibility	Remarks
Representative Director President and Representative Director	Akihiro Miura		Newly Appointed
Managing Director	Takehiro Aoki	General Manager of Sales Headquarters General Manager of Energy Sales Dept.	Reappointed
Director and Senior Advisor	Akio Midorikawa		Reappointed
Director	Kaoru Uehara	Director, in charge of Gas Distribution Dept., Gas Engineering Dept., and Business Development Dept.	Reappointed
Director	Yo Sakata	Director, in charge of Corporate Planning Dept. General Manager of General Administration Dept.	Reappointed

Note: The above appointments are scheduled to be formally approved at the Extraordinary General Meeting of Shareholders in January 2026 and the subsequent Board of Directors meeting.

(2) Audit and Supervisory Board Structure
(As of January 1, 2026)

Position Title	Name
Audit & Supervisory Board Member	Ken Nagashima

4. K&O Iodine Co., Ltd.

(1) Proposed Board of Directors Structure

(i) New Structure (Effective January 1, 2026)

Position Title	Name	Responsibility	Remarks
Representative Director President and Representative Director	Takeo Takahashi	General Manager of Sales & Marketing Div.	Reappointed
Director	Kenji Hatano	Director, in charge of Corporate Administration Div. General Manager of Corporate Planning Div.	Reappointed
Director	Eiichi Uchida	Director, in charge of Production Div. General Manager of the Environment & Safety Management Div.	Newly Appointed
Director	Keijyu Akagishi	(Part-time)	Reappointed
Director	Hisanao Jo	(Part-time)	Newly Appointed

Note: The above appointments are scheduled to be formally approved at the Extraordinary General Meeting of Shareholders in January 2026 and the subsequent Board of Directors meeting.

(ii) Retired as of January 1, 2026

Position Title	Name
Director	Hiroki Kataoka
Director	Masahiro Akiba

(2) Audit and Supervisory Board Structure

(As of January 1, 2026)

Position Title	Name
Audit & Supervisory Board Member	Kazuhiko Maru

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