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東邦亞鉛株式会社
TOHO ZINC CO., LTD.

March 10, 2026

Company name: Toho Zinc Co., Ltd.
Name of representative: ITO Masahito, President and Representative Director
(Securities code: 5707)
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Notice of Organizational Restructuring

We wish to inform our shareholders and stakeholders that the Company has resolved to fundamentally restructure its organizational framework effective April 1, 2026, as part of its ongoing business rehabilitation and pursuit of sustainable growth.

1. Background and Objectives

The Company has historically operated two core business pillars: Lead & Silver Smelting and Zinc Smelting. However, following the strategic withdrawal from the Zinc Smelting business in response to shifting market conditions, our business portfolio now stands at a significant inflection point.

To accelerate the Company's business rehabilitation plan, we are redefining the following three operations as independent, self-sustaining business segments:

- Smelting Business (Smelting & Metals Division)
- Resource Recovery & Environmental Solutions Business (Resource Recovery & Environmental Solutions Division)
- Electronic Components & Functional Materials Business (Electronic Components & Functional Materials Division)

This restructuring is positioned as the foundational step toward achieving this vision. Through the following capability enhancements, we aim to improve management efficiency, accelerate decision-making, strengthen the expertise and profitability of each business, and drive forward our structural business transformation.

① Redefinition of the Business Portfolio and Increased Business Autonomy

By transitioning from the existing divisional headquarters structure to a three-division system, each division will be empowered to operate autonomously under its own strategic and financial management framework.

② Enhancement of New Business Development Capabilities

Specialized functions in R&D, intellectual property, legal affairs, and business planning will be strengthened to accelerate investment in growth areas and enhance commercialization capabilities.

③ Acceleration of Decision-Making

By restructuring the span of control across departments and enabling senior executives to focus on their respective business areas, we will achieve more agile and responsive management decision-making.

④ Strengthening Front-Line Operational Capabilities

By reorganizing the structure along functional lines, each department will be positioned to focus on its core operations, thereby improving execution capabilities at the operational level.

2. Key Elements of the Organizational Restructuring

(1) Dissolution of Divisional Headquarters and Transition to a Three-Division Structure

The existing divisional headquarters structure will be dissolved and replaced with three independent business divisions: the Smelting & Metals Division, the Resource Recovery & Environmental Solutions Division, and the Electronic Components & Functional Materials Division. Each division will assume full responsibility for its own strategy formulation, execution, and financial performance, accelerating portfolio realignment while enhancing the competitiveness and earnings growth of each business.

(2) Reorganization of the Technology Function and Appointment of a Chief Technology Officer (CTO)

A Chief Technology Officer (CTO) will be appointed to provide integrated oversight of technology and intellectual property strategy, R&D execution, knowledge management, and talent management for technical personnel. By strategically concentrating and allocating R&D resources, the Company will improve the efficiency of product and process development, while also accelerating the development of new products and services through cross-divisional technology strategy. Talent development and advancement will also be pursued in an integrated manner, ensuring the continued strengthening of the Company's technological competitiveness.

(3) Strategic Enhancement of Legal Capabilities

In anticipation of future business expansion, the Company will enhance its legal capabilities, including contract management and regulatory compliance. By strengthening collaboration with business divisions, the Company will elevate its risk management framework to support stable and sustainable operations.

(4) Establishment of a Function-Based Sales Organization

To strengthen the raw material procurement function, which serves as a core earnings driver for both the Smelting & Metals and Resource Recovery & Environmental Solutions businesses, the sales organization will be reorganized along functional lines into three departments:

- Raw Materials & Trading Headquarters — responsible for the procurement of concentrates and secondary raw materials
- Sourcing Sales Headquarters — responsible for collecting recycled raw materials from domestic waste generators
- Product Sales Headquarters — responsible for the sale of finished products and processed goods

In particular, with the recycled raw materials market expected to expand in tandem with the advancement of a circular economy, the Company will strengthen its collection sales capabilities, broaden its sales coverage, and enhance its consultative selling approach to build a competitive advantage in this growing market.

3. Effective Date

April 1, 2026

4. Future Outlook

The Company will provide timely and appropriate updates on the progress of these initiatives through earnings briefings and other disclosure channels. We sincerely appreciate the continued support and understanding of our shareholders, investors, and all other stakeholders.

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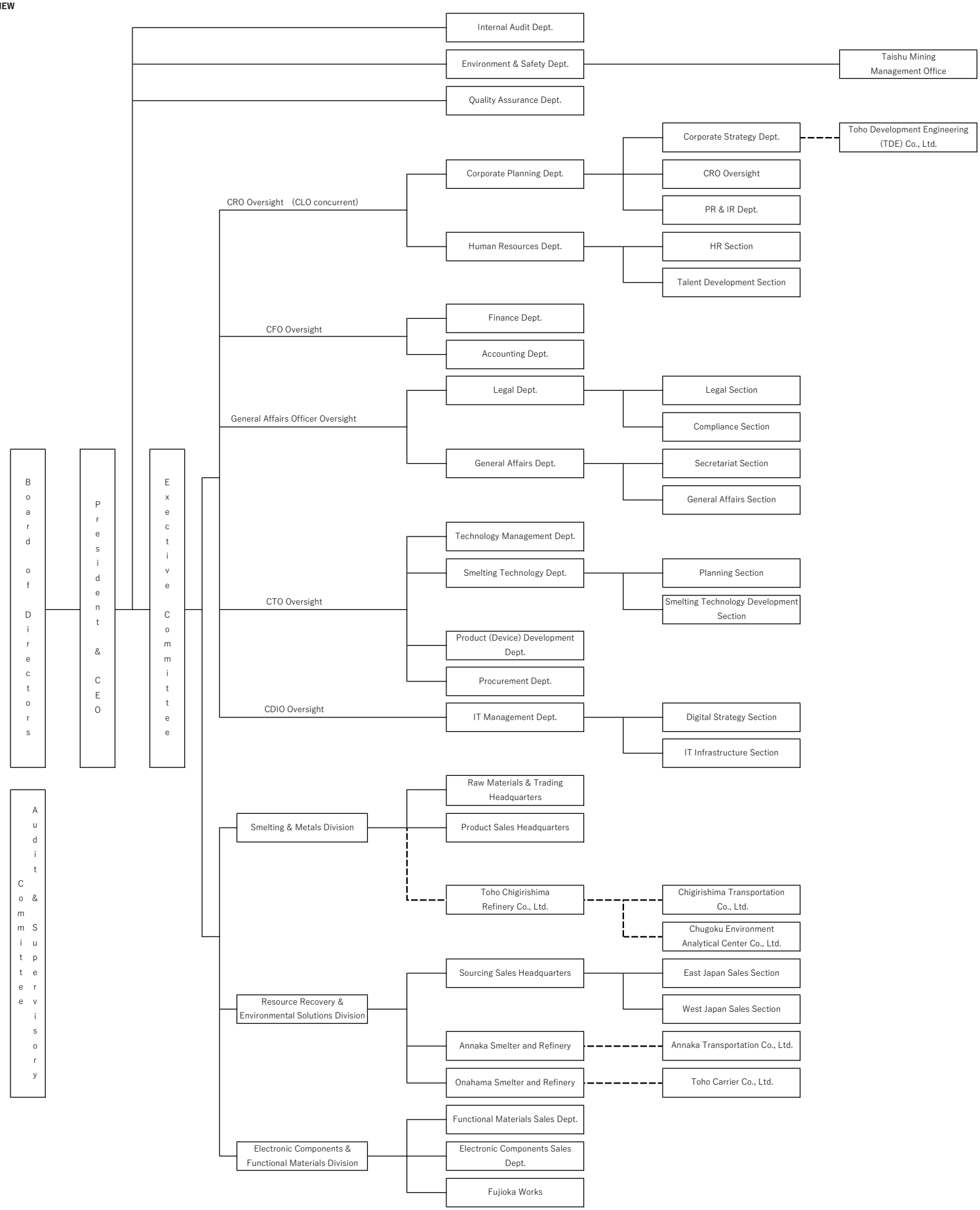
Board of Directors
President & CEO
Executive Committee
Audit & Supervisory Committee
Internal Audit Dept.
Environment & Safety Dept.
Taishu Mining Management Office
Quality Assurance Dept.
CRO Oversight (CLO concurrent)
Corporate Strategy Dept.
Toho Development Engineering (TDE) Co., Ltd.
Corporate Planning Dept.
CRO Oversight
PR & IR Dept.
Human Resources Dept.
HR Section
Talent Development Section
CFO Oversight
Finance Dept.
Accounting Dept.
General Affairs Officer Oversight
Legal Dept.
Legal Section
Compliance Section
General Affairs Dept.
Secretariat Section
General Affairs Section
CTO Oversight
Technology Management Dept.
Smelting Technology Dept.
Planning Section
Smelting Technology Development Section
Product (Device) Development Dept.
Procurement Dept.
CDIO Oversight
IT Management Dept.
Digital Strategy Section
IT Infrastructure Section
Smelting & Metals Division
Raw Materials & Trading Headquarters
Product Sales Headquarters
Toho Chigirishima Refinery Co., Ltd.
Chigirishima Transportation Co., Ltd.
Chugoku Environment Analytical Center Co., Ltd.
Resource Recovery & Environmental Solutions Division
Sourcing Sales Headquarters
East Japan Sales Section
West Japan Sales Section
Annaka Smelter and Refinery
Annaka Transportation Co., Ltd.
Onahama Smelter and Refinery
Toho Carrier Co., Ltd.
Electronic Components & Functional Materials Division
Functional Materials Sales Dept.
Electronic Components Sales Dept.
Fujioka Works