



Notice Regarding Change of Directors

August 7, 2025

Company name: ZERO CO., LTD. Code No: 9028 (Tokyo Stock Exchange Standard Section)

Representative: CEO & President - Toshihiro Takahashi

Contact for Inquiries: Corporate Officer, General Manager of Corporate Strategy Division -
Takashi Date

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At the meeting of the Board of Directors held today, we has decided on the following changes in directors, in addition to those announced on May 29, 2025. The appointment of Directors will be officially determined subject to approval at the 79th Annual General Meeting of Shareholders scheduled for September 26, 2025.

Details

1. New Director Candidate (Scheduled for September 26, 2025)

Gillian Tan (Currently Director, Tan Chong International Limited)

2. Retiring Director (Scheduled for September 26, 2025)

Glenn Tan