

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



May 8, 2026

Company name: TSUBAKIMOTO KOGYO CO., LTD.  
 Name of representative: Masashi Koda, President & COO  
 (Securities code: 8052; Tokyo Stock Exchange Prime Market)  
 Inquiries: Junshi Koketsu, Managing Officer  
 (Telephone: +81-6-4795-8832)

## Notice Concerning Changes in Directors and Executive Officers

TSUBAKIMOTO KOGYO CO., LTD. (the “Company”) hereby announces that the following changes in directors and executive officers have been informally decided at a meeting of the Board of Directors held on May 8, 2026. These changes will be formally decided at a meeting of the Board of Directors to be held after the 123rd Annual General Meeting of Shareholders to be held on June 26, 2026.

©Changes in Directors and Executive Officers (effective on June 26, 2026)

### 1. New Candidates for Director

Name	New title and position	Current title and position
Koji Suzuki	Director (Outside)	-

### 2. Retiring Director

Name	New title and position	Current title and position
Hideki Ninomiya	Fellow	Director (Outside)

### 3. New Candidates for Executive Officers

Name	New title and position	Current title and position
Hiroyuki Hasesaka	Corporate Officer Deputy General Manager, Corporate Administration Center (General Affairs and Secretarial Operation)	Deputy General Manager, Corporate Administration Center (General Affairs and Secretarial Operation)
Toru Sano	Corporate Officer Deputy General Manager, Strategic Business Development Center (Industrial Materials Business Division Operation)	Manager, Strategic Business Development Center

### 4. Promotion of Executive Officers

Name	New title and position	Current title and position
Masahiro Koide	Executive Managing Officer Assistant Overseeing Corporate Administration (Human Resources Operation)	Corporate Officer Deputy General Manager, Corporate Administration Center (Human Resources Operation); Manager, Human Resources & General Affairs Department
Yoshihisa Nakae	Managing Officer General Manager, Central Japan Headquarters (Construction Management Operation)	Corporate Officer Deputy General Manager, Central Japan Headquarters

5. Retiring Executive Officers

Name	New title and position	Current title and position
Junichiro Yamamura	Fellow	Managing Officer Deputy General Manager, Strategic Business Development Center (Industrial Materials Business Division Operation)
Yoshinobu Isobe	Fellow	Managing Officer General Manager, Central Japan Headquarters (Construction Management Operation)

6. Changes in responsibilities (Underlined are new positions and responsibilities)

Name	New responsibilities	Current responsibilities
Hiroshi Kasugabe	Overseeing Corporate Administration; in charge of Sustainability Promotion Committee, Internal Control Committee, Risk Management Committee	Overseeing Corporate Administration; in charge of Internal Auditing, Sustainability Promotion Committee, Internal Control Committee, Risk Management Committee, and Compliance Committee
Yumiko Yasuhara	Director (Outside); <u>in charge of Compliance Committee</u>	Director (Outside)
Junshi Koketsu	General Manager, Strategic Management Center ( <u>IR Promotion &amp; Public Relations Operation</u> )	General Manager, Strategic Management Center
Makoto Fujii	General Manager, Corporate Administration Center; <u>in charge of Internal Auditing</u>	General Manager, Corporate Administration Center
Fusao Hashimoto	<u>Deputy General Manager, Western Japan Headquarters</u>	General Manager, Western Japan Sales Headquarters
Hideki Abe	<u>Deputy General Manager, Eastern Japan Headquarters</u>	General Manager, Eastern Japan Sales Headquarters; Branch Manager, Yokohama Branch
Toru Sano	<u>Deputy General Manager, Strategic Business Development Center (Industrial Materials Business Division Operation)</u>	Manager, Strategic Business Development Center

**(Reference) Future Executive Structure (effective on June 26, 2026)**

\* indicates outside director    ◎ indicates promotion    ○ indicates new appointment

	Name	Title and position	Responsibilities
	Tetsuya Tsubakimoto	Chairman (Representative Director)	CEO
	Masashi Koda	President (Representative Director)	COO; overseeing Overseas Business
	Hiroshi Kasugabe	Director, Executive Managing Officer	Overseeing Corporate Administration; in charge of Sustainability Promotion Committee, Internal Control Committee, Risk Management Committee
	Takuichi Fujishige	Director, Executive Managing Officer	Overseeing Sales and Strategic Business Development; General Manager, Strategic Business Development Center; in charge of Engineering Department
*	Yumiko Yasuhara	Director	In charge of Compliance Committee
*	Naomichi Yamamoto	Director	
* ○	Koji Suzuki	Director	
	Osamu Ogawara	Full-time Corporate Auditor	
	Shinichiro Yamano	Full-time Corporate Auditor	
*	Hitoshi Kobayash	Full-time Corporate Auditor	
*	Tetsuya Yamamoto	Part-time Corporate Auditor	
	Masayuki Yamada	Executive Managing Officer	General Manager, Western Japan Headquarters (Construction Management Operation)
◎	Masahiro Koide	Executive Managing Officer	Assistant Overseeing Corporate Administration (Human Resources Operation)
	Junshi Koketsu	Managing Officer	General Manager, Strategic Management Center (IR Promotion & Public Relations Operation)
	Makoto Fujii	Managing Officer	General Manager, Corporate Administration Center; in charge of Internal Auditing
	Kenji Mori	Managing Officer	General Manager, Eastern Japan Headquarters (Construction Management Operation)
◎	Yoshihisa Nakae	Managing Officer	General Manager, Central Japan Headquarters (Construction Management Operation)
	Tetsuya Hiromasa	Corporate Officer	Deputy General Manager, Strategic Management Center (Affiliates Operation)
	Yumiko Imanishi	Corporate Officer	Manager, Procurement Department
	Fusao Hashimoto	Corporate Officer	Deputy General Manager, Western Japan Headquarters
	Kazuhiko Tomi	Corporate Officer	In charge of Legal Affairs and Credit Control; Manager, Credit Control Department
	Hideki Abe	Corporate Officer	Deputy General Manager, Eastern Japan Headquarters
○	Hiroyuki Hasesaka	Corporate Officer	Deputy General Manager, Corporate Administration Center (General Affairs and Secretarial Operation)
○	Toru Sano	Corporate Officer	Deputy General Manager, Strategic Business Development Center (Industrial Materials Business Division Operation)