

(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.

January 23, 2026  
 Company Name: Tokuyama Corporation  
 Representative Name: Hiroshi Yokota,  
 Representative Director, President and Executive Officer  
 (Code No. 4043, Prime Market, TSE)  
 Contact: Tetsuya Nakano, General Manager  
 Corporate Communications & Investor Relations Dept.  
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## Notice concerning Changes of Representative Directors

It is hereby notified that Tokuyama Corporation resolved the changes of Representative Directors at the meeting of the Board of Directors on January 23, 2026.

### 1. Reason for Change

It was decided to put into effect a new management system starting April 1, 2026.

### 2. Changes in Representative Directors (Scheduled April 1, 2026)

Name	New title	Current title
Hiroshi Yokota	Representative Director, Chairman and Executive Officer	Representative Director, President and Executive Officer
Tomohiro Inoue	Representative Director, President and Executive Officer	Director, Managing Executive Officer
Fumiaki Iwasaki	Director, Senior Managing Executive Officer	Representative Director, Senior Managing Executive Officer

### 3. Profile of Representative Director to be Newly Appointed

Name	Tomohiro Inoue	
Birth date	December 8, 1964	
Career	April 1989	Joined Tokuyama Soda Co., Ltd. (current Tokuyama Corporation)
	April 2013	General Manager, Business Promotion Project Dept.
	April 2015	General Manager, Recycling & Environment Promotion Dept.
	April 2018	General Manager, Cement Manufacturing Dept.
	April 2021	Executive Officer, Deputy General Manager, Cement Business Div. and General Manager, Cement Manufacturing Dept.
	April 2022	Executive Officer, General Manager, Eco Business Div. and Deputy General Manager, Cement Business Div.,
	April 2023	Managing Executive Officer, General Manager, Eco Business Div. and Deputy General Manager, Cement Business Div.
	June 2023	Director, In charge of Eco Business and Tokuyama Factory, Managing Executive Officer, General Manager, Eco Business Div. and Deputy General Manager, Cement Business Div.
	April 2024	Director, In charge of Corporate Planning, Corporate Social Responsibility, Eco Business, Tokuyama Factory and Carbon Neutral Strategy, Managing Executive Officer, General Manager, Corporate Planning Div.

	June 2025	Director, In charge of Corporate Planning, Sustainability, Eco Business, Tokuyama Factory, Carbon Neutral Strategy, New Business, Center for Commercialization of Advanced Technology and Digital Administration & Planning Managing Executive Officer, General Manager, Corporate Planning Div. (To present)
Number of Company Shares Owned: 2,200 shares (as of December 31, 2025)		