



September 18, 2026

TSUBAKI NAKASHIMA CO., LTD.
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Announcement of New Leadership

Over the past period, TSUBAKI NAKASHIMA CO., LTD. ("the Company") **has made significant progress in strengthening the foundations of our organization and accelerating our People agenda**, as part of our broader business transformation. With these foundations now in place, our focus is shifting toward **embedding these changes, driving continuous improvement and greater efficiency, and further developing the organizational and people capabilities needed to support Company's future growth**.

With this next phase in mind, **the Company has decided to appoint Craig Roberts as Chief Human Resources Officer**, effective **October 1, 2026**, reporting to **Itaru Matsuyama, CEO**.

Craig brings more than 25 years of international human resources and leadership experience, with deep expertise in organizational transformation, leadership development, organizational effectiveness, employee engagement, change management and talent and succession management. Having worked across **Japan, Asia Pacific, Europe, and North America**, he brings extensive experience navigating complex, multicultural organizations and partnering with senior leaders to build high-performing teams.

In this role, **Craig** will lead the global **HR function**, partnering with our leadership teams to build on the progress made and continue strengthening our people, organization and culture in support of TN's strategic priorities.

Having successfully led the reshaping of **TN's People and Organization foundations**, **Anna Dolgikh will be leaving the Company**, with a strong platform now in place for the next phase of **TN's accelerated transformation and People agenda**. She will continue to serve as a Director until the conclusion of the next Annual General Meeting of Shareholders.

Effective October 1, 2026

Name	New title	Current title
Craig Roberts	Chief Human Resources Officer	Will join on October 1, 2026
Anna Dolgikh	Director	Director, Executive Officer, Chief Human Resources Officer

Disclaimer : The English translation is only for reference purposes. When there is any discrepancy between original Japanese version and English translation, the original Japanese version always prevails.