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May 8, 2026

Company name: Tomoku Co., Ltd.
Name of representative: Mitsuo Nakahashi,
Representative Director,
President & Chief Executive
Officer
(Securities code: 3946, TSE
Prime Market)
Inquiries: Yoshito Yamaguchi, Director,
Senior Managing Executive
Officer
(Telephone: +81-3-3213-6811)

Notice Concerning Change in Representative Directors and Executive Officers

Tomoku Co., Ltd. (the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on May 8, 2026, on the following change in the Directors and Executive Officers. Please note that the change in the Representative Directors and Executive Officers and the appointment of Executive Officers will be officially decided at the Annual General Meeting of Shareholders to be held on June 24, 2026, and at the subsequent meeting of the Board of Directors.

1. Change in Representative Directors (Scheduled on June 24, 2026)

(1) Reason for change

This change is intended to revise our management structure in order to further strengthen our management base and enhance our corporate value.

(2) Details of change

Name	New title	Current position
Mitsuo Nakahashi	Representative Director, Chairman & CEO	Representative Director, President & Chief Executive Officer
Terutaka Fukazawa	Representative Director, President & COO	Director, Senior Managing Executive Officer General Manager of Sales Div. / Manager of Tokyo Sales Dept. / Manager of Sales Development Dept.
Shoji Hirose	(Resignation)	Representative Director and Executive Vice President

(3) Name and career summary of the new Representative Director

Name	Terutaka Fukazawa	
Place of birth	Tokyo	
Date of birth	February 7, 1964	
Final academic background	Mar. 1987	Graduated from the Faculty of Economics, Takasaki City University of Economics.
Career summary	Apr. 1987	Joined the Company
	Jun. 2012	Executive Officer and General Manager of Sales Dept. II
	Jun. 2020	Director and Deputy General Manager of Sales Div. / Manager of Tokyo Sales Dept. / General Manager of Sales Development Dept.
	Jun. 2022	Director, Managing Executive Officer and Deputy General Manager of Sales Div. / Manager of Tokyo Sales Dept. / General Manager of Sales Development Dept.
	Jun. 2024	Director, Senior Managing Executive Officer and General Manager of Sales Div. / Manager of Tokyo Sales Dept. / Manager of Sales Development Dept.
Number of shares owned	17,000 shares (as of March 31, 2026)	

2. Change in Directors (Scheduled on June 24, 2026)

(1) Directors to be newly appointed

Name	New title	Current position
Tatsunori Uejima	Director, Senior Managing Executive Officer and General Manager of Sales Div.	Managing Executive Officer and General Manager of Tatebayashi Works
Takayuki Takanashi	Director, Managing Executive Officer and General Manager of Production Div.	Managing Executive Officer and General Manager of Production Div.
Mizuho Noguchi	Director (External)	—

(2) Directors scheduled to resign

Name	New title, etc.	Current position
Shoji Hirose	President & Chief Executive Officer of Tohun Co., Ltd.	Representative Director and Executive Vice President President & Chief Executive Officer of Tohun Co., Ltd.
Takeshi Ariga	Senior Managing Executive Officer General Manager of Safety Promotion and Quality Assurance Div. President of HOKUYO CO., LTD.	Director, Senior Managing Executive Officer General Manager of Safety Promotion and Quality Assurance Div. President of HOKUYO CO., LTD.
Tetsuya Kobayashi	(Resignation)	Director (External)

3. Change in Executive Officers (Scheduled on June 24, 2026)

(1) Executive Officers to be newly appointed

Name	New title, etc.	Current position
Masanori Kobayashi	Executive Officer and General Manager of Osaka Works	General Manager of Kansai Sales Dept.
Hideki Endo	Executive Officer and General Manager of Kyushu Works	General Manager of Osaka Works
Toru Abe	Executive Officer and General Manager of General Affairs Dept.	General Manager of General Affairs Dept.

(2) Executive Officers scheduled to resign

Name	New title, etc.	Current position
Mitsuo Nakahashi	Representative Director, Chairman & CEO	Representative Director, President & Chief Executive Officer
Shiro Tomita	President of Enshu Kami Kogyo Co., Ltd.	Managing Executive Officer and Responsible for Tokai Area President of Enshu Kami Kogyo Co., Ltd.

(3) Change in Executive Officers

Name	New title	Current position
Terutaka Fukazawa	Representative Director, President & COO	Director, Senior Managing Executive Officer General Manager of Sales Div. / Manager of Tokyo Sales Dept. / Manager of Sales Development Dept.
Takeshi Ariga	Senior Managing Executive Officer General Manager of Safety Promotion and Quality Assurance Div. President of HOKUYO CO., LTD.	Director, Senior Managing Executive Officer General Manager of Safety Promotion and Quality Assurance Div. President of HOKUYO CO., LTD.
Yoshito Yamaguchi	Director, Senior Managing Executive Officer, CFO and CLO / General Manager of Administration Div.	Director, Senior Managing Executive Officer General Manager of Administration Div.
Tatsunori Uejima	Director, Senior Managing Executive Officer and General Manager of Sales Div.	Managing Executive Officer and General Manager of Tatebayashi Works
Takayuki Takanashi	Director, Managing Executive Officer and General Manager of Production Div.	Managing Executive Officer and General Manager of Production Div.
Kyota Minowa	Senior Executive Officer Deputy General Manager of Sales Div. / Manager of Tokyo Sales Dept. / Manager of Sales Development Dept.	Senior Executive Officer Deputy General Manager of Sales Div. / Assistant Manager of Tokyo Sales Dept. / General Manager of Sales Dept. IV
Takeshi Terashima	Senior Executive Officer and General Manager of Tatebayashi Works	Executive Officer and General Manager of Sendai Works
Masaaki Matsubara	Executive Officer and General Manager of Sales Dept., Iwatsuki Works	Executive Officer and General Manager of Sales Dept. III
Hironobu Kirisawa	Executive Officer Assistant Manager of Tokyo Sales Dept. / General Manager of Sales Dept. II	Executive Officer and General Manager of Sales Dept. II

4. Structure of Directors, Audit & Supervisory Board Members, and Executive Officers after June 24, 2026 (Scheduled on June 24, 2026)

(1) Directors

Name	Director
Mitsuo Nakahashi	Representative Director
Terutaka Fukazawa	Representative Director
Yoshito Yamaguchi	Director
Tatsunori Uejima	Director
Kazuho Fujiyama	Director
Takayuki Takanashi	Director
Mito Shimonaka	Director (External)
Kouji Koyanagi	Director (External)
Mizuho Noguchi	Director (External)

(2) Audit & Supervisory Board Members

Name	Audit & Supervisory Board Member
Natsuki Tsujino	Full-time Audit & Supervisory Board Member
Shigeki Yagi	Audit & Supervisory Board Member (External)
Kayoko Kitade	Audit & Supervisory Board Member (External)
Yoshie Shinoki	Audit & Supervisory Board Member (External)

(3) Executive Officers

Name	Position	Assigned position
Terutaka Fukazawa*	President & Chief Operating Officer	COO
Takeshi Ariga	Senior Managing Executive Officer	General Manager of Safety Promotion and Quality Assurance Div. President of HOKUYO CO., LTD.
Yoshito Yamaguchi*	Senior Managing Executive Officer	CFO and CLO / General Manager of Administration Div.
Tatsunori Uejima*	Senior Managing Executive Officer	General Manager of Sales Div.
Kazuho Fujiyama*	Managing Executive Officer	Deputy General Manager of Administration Div. / General Manager of President's Office
Takayuki Takanashi*	Managing Executive Officer	General Manager of Production Div.
Kenichi Ota	Senior Executive Officer	General Manager of Iwatsuki Works
Kyosuke Kibi	Senior Executive Officer	General Director of TOMOKU VIETNAM CO., LTD. General Director of Khang Thanh Manufacturing CO., LTD.
Kyota Minowa	Senior Executive Officer	Deputy General Manager of Sales Div. / Manager of Tokyo Sales Dept. / Manager of Sales Development Dept.
Takeshi Terashima	Senior Executive Officer	General Manager of Tatebayashi Works
Koichi Sato	Executive Officer	General Manager of Atsugi Works
Shigekuni Tanaka	Executive Officer	General Manager of Kobe Works
Junya Arisawa	Executive Officer	General Manager of Sapporo Works
Masaki Ishii	Executive Officer	General Manager of Chiba Folding Carton Works / General Manager of Tomoprest Works / Manager of Printing and Folding Carton Sales Dept.
Masao Shimizu	Executive Officer	General Manager of Nagano Works
Masaaki Matsubara	Executive Officer	General Manager of Sales Dept., Iwatsuki Works
Hironobu Kirisawa	Executive Officer	Assistant Manager of Tokyo Sales Dept. / General Manager of Sales Dept. II
Masanori Kobayashi	Executive Officer	General Manager of Osaka Works
Hideki Endo	Executive Officer	General Manager of Kyushu Works
Toru Abe	Executive Officer	General Manager of General Affairs Dept.

(Note) The asterisk (*) in the name column indicates that the person is Executive Officer who concurrently hold the position as Director.