



Warm Welcome to Our New Co-CEO, Shin-san!

We are delighted to announce that **Shin-san** has officially joined **Tokai COBEX** as **Co-Chief Executive Officer**, effective July 2025. This marks an important leadership transition for our company as we continue to grow globally under strong, visionary guidance.

Earlier this week, we had the honour to welcome Shin-san together with **Nagasaka-san**, CEO of Tokai Carbon Co., Ltd., **Masaki-san**, (Member of the Board, Executive Officer and Chief Restructuring Officer) and **Sato-san**, (Executive Officer responsible for Corporate Planning Department) from Tokai Carbon Co., Ltd. at our Wiesbaden headquarters.

Their visit underscored the strategic collaboration between Tokai COBEX and its parent company, Tokai Carbon, and was a wonderful opportunity to connect with teams across departments.

Over the coming months, **Shin-san will work closely alongside our current CEO, Andrzej Hotlos**, ensuring a seamless handover of responsibilities. By the end of the year, Shin-san will fully assume the role of CEO of Tokai COBEX.

With his extensive international background and deep industry expertise—particularly in carbon and graphite applications for the semiconductor sector—Shin-san brings more than 30 years of strategic and operational experience to our organization. We are confident that his leadership will further strengthen our global position and support our continued success.

Shin-san, Co-Chief Executive Officer: *"As I joined Tokai COBEX, I'm truly excited to work alongside such a committed and capable team. My goal is to drive continuous improvement and sustainable growth across the entire organization. To do so, I believe in applying the 5-gen principle—genbutsu (actual object), gemba (actual place), genjitsu (reality), genri (principles), and gensoku (rules)—not only in our manufacturing sites but also across all business operations. This approach encourages us to face challenges directly, make informed decisions based on facts, and stay grounded in our values. Together, let's build a stronger, more agile Tokai COBEX."*