

January 27, 2026

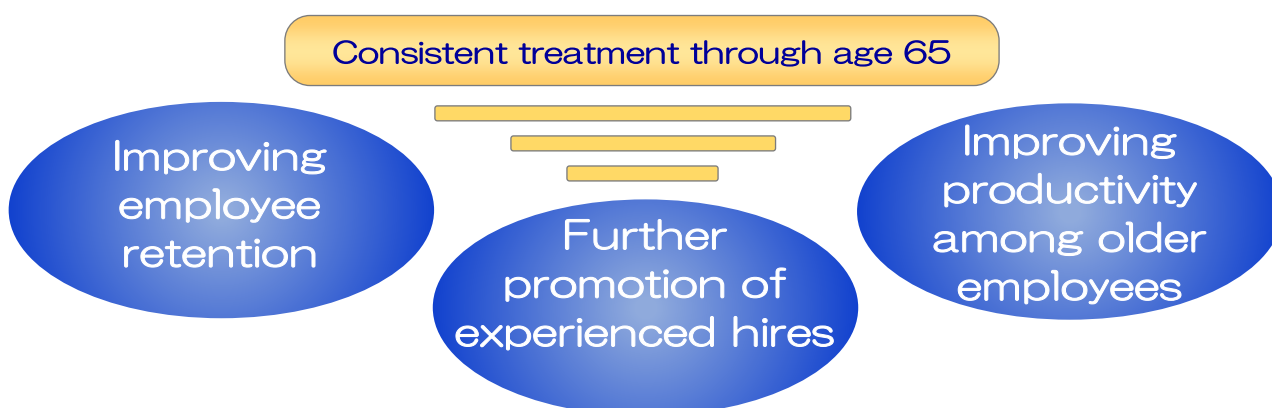
## Extend the mandatory retirement age to 65 starting in April 2026

~HR System Restructuring Initiatives to Achieve a Company of Choice~

Taiheiyo Cement Corporation (Headquarters: Bunkyo-ku, Tokyo; President and Representative Director: Yoshifumi Taura) will extend the mandatory retirement age to 65 starting in April 2026 to further promote the creation of a work environment where employees can thrive regardless of age.

As the decline in the domestic labor force accelerates, we are working to restructure its personnel system, positioning the recruitment, development, and retention of talent as key priorities to achieve sustainable growth in the future. As part of this initiative, we will extend the mandatory retirement age to 65 and establish a foundation that enables employees to work with peace of mind from joining the company until the age of 65.

We will continue to advance the restructuring of its personnel system, striving to become a company of choice for talent with diverse backgrounds, while maximizing human capital value and working to further enhance corporate value.



### 【Overview of Retirement Age Extension】

<b>Retirement age after extension</b>	<b>Age 65 (optional retirement system allowing choice at any age from 60 onward)</b>
<b>Implementation period</b>	<b>April 2026</b>
<b>Concept of employment terms</b>	<b>Building a Consistent treatment system from joining the company through age 65.</b>

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