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February 24, 2026

To Whom It May Concern

Company name TOA CORPORATION  
Representative Takeshi Hayakawa, President and Representative Director  
(Securities code: 1885; TSE Prime Market and SSE)  
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## Notice Regarding Changes in Representative Director, Officers and Significant Organization

TOA CORPORATION hereby announces that at the Board of Directors meeting held today, we have decided on the following changes in representative director and officers as well as significant organizational changes.

### 1. Reason for changes

Due to the decision on the new executive structure effective April 1, 2026

### 2. Change in Representative Director (Scheduled for April 1, 2026)

Name	New Position	Current Position
Takeshi Nakao	Representative Director and Senior Executive Officer, Chief of Corporate Management General Headquarters, Head of Internal Audit Dept., Secretarial Dept.	Representative Director and Senior Executive Officer, Chief of Corporate Management General Headquarters, Head of Digital Transformation Strategy Dept., Internal Audit Dept., Secretarial Dept.

### 3. Changes in Executive Officer

#### (1) Change in Position/Title (Scheduled for April 1, 2026)

Name	New Position	Current Position
Kazuyoshi Mugita	Senior Executive Officer, Head of Building Construction Unit (Building Construction Business Development General Headquarters and Building Construction General Headquarters), Chief of Building Construction General Headquarters	Managing Executive Officer, Head of Building Construction Unit (Building Construction Business Development General Headquarters and Building Construction General Headquarters), Chief of Building Construction General Headquarters

Name	New Position	Current Position
Satoshi Kaneda	Managing Executive Officer, General Manager of Yokohama Branch	Managing Executive Officer, Deputy Chief of Civil Engineering Business Development General Headquarters, General Manager of DOD Construction Support Dept.
Isamu Kitabayashi	Managing Executive Officer, Deputy Chief of Building Construction General Headquarters	Managing Executive Officer, General Manager of East Japan Building Construction Branch
Takamitsu Sakui	Managing Executive Officer, General Manager of Osaka Branch	Executive Officer, General Manager of Osaka Branch
Yasuyuki Fukuchi	Executive Officer in charge of Design and Facility of Building Construction General Headquarters (Work Style Reform Promotion Officer)	Executive Officer, General Manager of Design and Facility of Building Construction General Headquarters, General Manager of Design Dept. 1 (Work Style Reform Promotion Officer)
Yuko Tanaka	Executive Officer, Deputy Chief of Corporate Management General Headquarters (in charge of Corporate Sustainability), General Manager of Marine Consulting Office	Executive Officer, Deputy Chief of Corporate Management General Headquarters, General Manager of ESG Corporate Planning Dept. and Marine Consulting Office
Kouichi Ando	Executive Officer, Head of Technology of Civil Engineering General Headquarters, Digital Transformation Strategy Dept. General Manager of Technology Strategy Dept. of CEO Strategy Office	Executive Officer, Head of Technology of Civil Engineering General Headquarters, General Manager of Technology Strategy Office
Kenji Horikoshi	Executive Officer, Chief of CEO Strategy Office, Deputy Chief of Corporate Management General Headquarters (in charge of Investor Relations)	Executive Officer, General Manager of Yokohama Branch
Akira Kimura	Executive Officer, General Manager of Corporate Strategy Dept. of CEO Strategy Office, Deputy Chief of Corporate Management General Headquarters (in charge of Corporate Management Dept.), Manager of Fraud Recurrence Prevention Section of Corporate Management General Headquarters	Executive Officer, Deputy Chief of Corporate Management General Headquarters, General Manager of Corporate Planning Dept., Manager of Fraud Recurrence Prevention Section of Corporate Management General Headquarters

(2) Newly Appointed Executive Officer (Scheduled for April 1, 2026)

Name	New Position	Current Position
Kiyohisa Machida	Executive Officer, General Manager of Okinawa Branch, General Manager of Business Development Dept.	Deputy General Manager of Kyushu Branch, Manager of Okinawa Office, Manager of Civil Engineering Business Development General Headquarters, DOD Construction Support Dept.
Shinya Shiromura	Executive Officer, General Manager of Chugoku Branch	General Manager of Chugoku Branch
Nobuyuki Yamane	Executive Officer, General Manager of Technology Research & Development Center, Deputy General Manager of Technology Strategy Dept. of CEO Strategy Office	General Manager of Technology Research & Development Center, Deputy General Manager of Technology Strategy Dept.
Katsuhiro Hirasawa	Executive Officer, Deputy Chief of Building Construction Business Development General Headquarters, Deputy General Manager of Corporate Strategy Dept. of CEO Strategy Office	Deputy Chief of Building Construction Business Development General Headquarters
Taku Saito	Executive Officer, General Manager of Machinery and Electric Dept. of Civil Engineering General Headquarters	General Manager of Machinery and Electric Dept. of Civil Engineering General Headquarters
Hiroshi Sonobe	Executive Officer, General Manager of Nagoya Branch	General Manager of Nagoya Branch

(3) Retiring Executive Officer (Scheduled for March 31, 2026)

Name	New Position (April 1)	Current Position
Yoshika Hirose	Senior General Manager (Osaka)	Executive Vice President (in charge of Building Construction Unit(Western Japan Region))
Akihisa Ishiyama	Advisor	Managing Executive Officer (in charge of Civil Engineering Unit)
Takuya Takeichi	Managing Director of SHINKO CORPORATION, General Manager of West Japan Branch (scheduled)	Executive Officer, General Manager of Tohoku Branch

4. Significant organizational changes (Scheduled for April 1, 2026) ※The organizational chart is attached.

(1) Establishment of a new organization reporting directly to the President

- ①Content
- “CEO Strategy Office” will be established newly as a headquarters level organization.
  - “Corporate Strategy Dept.” (newly organized) and “Technology Strategy Dept.” (transferred from the Technology Strategy Office) will be established in CEO Strategy Office.

- ②Purpose • To formulate and execute management strategies flexibly, responding swiftly to changes in the external environment by way of consolidating key information concerning management and technology centrally.

## (2) Reorganization of the Construction Business Organization

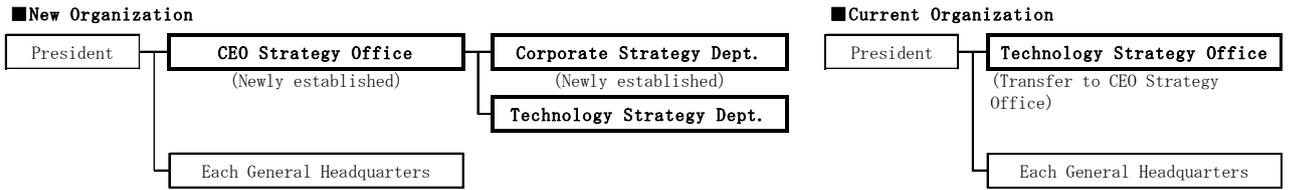
- ①Content • The East Japan Building Construction Branch will be split and reorganized, integrated with the Civil Engineering Branches (Hokkaido, Tohoku, Hokuriku, Nagoya), and a “Building Construction Dept.” will be established in each branch. The jurisdiction of the East Japan Building Construction Branch will be limited to the Kanto region, and it will be renamed as a “Kanto Building Construction Branch.”
- ②Purpose • To promote safety and quality management while clarifying regional construction business development strategies through integrated civil engineering and building construction operations.

## (3) Organizational Changes in the Corporate Management General Headquarters

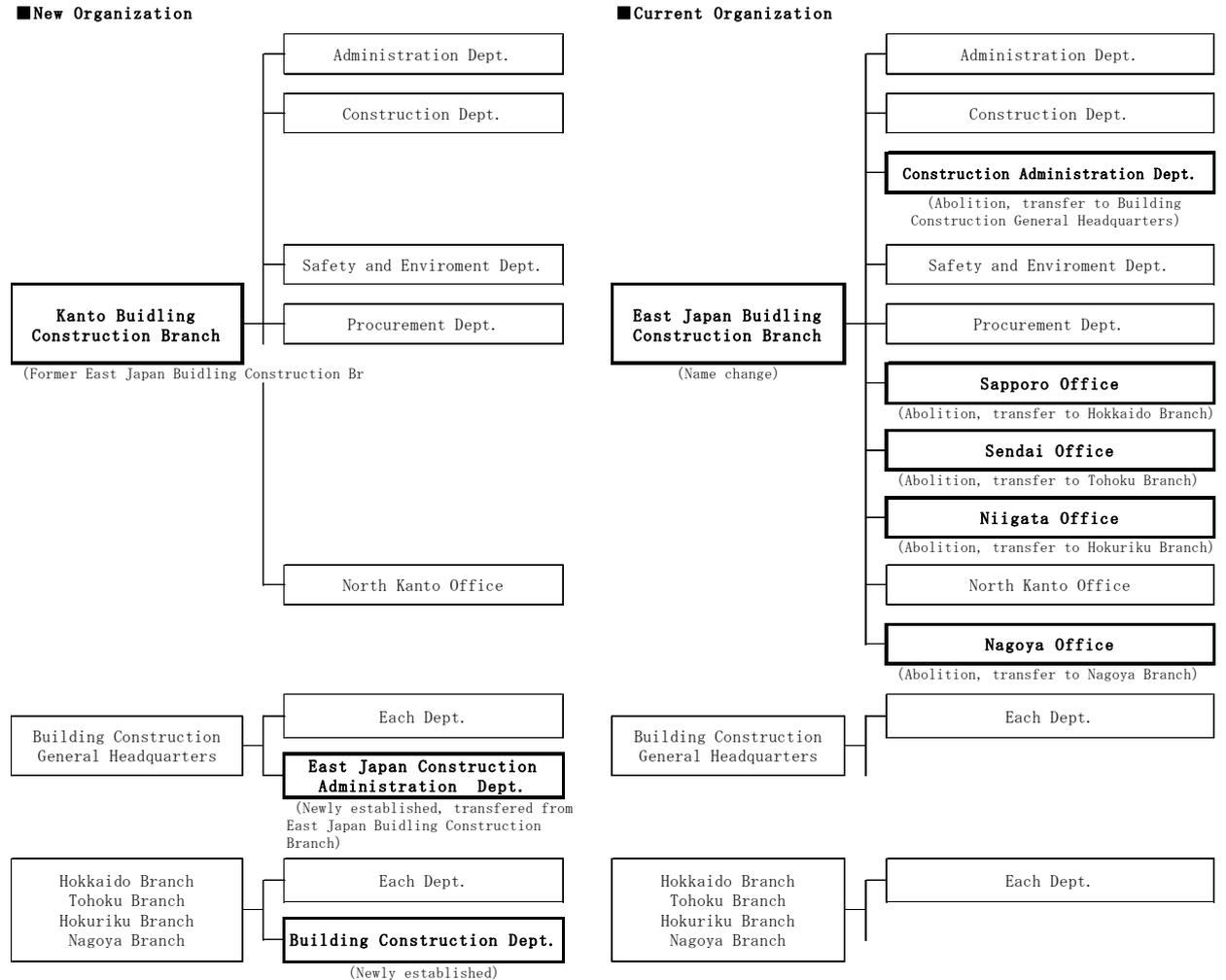
- ①Content • “Corporate Planning Dept.” and “ESG Corporate Planning Dept.” will be merged to establish “Corporate Management Dept.”
  - Finance Section will be “Finance Dept.” separated from the Accounting Dept.
- ②Purpose • To establish a flexible system for organizing members on a project-by-project basis to enable agile operational management.
  - To establish a function of executing more advanced financial strategies, such as fund management and fundraising.

# 【Organizational Chart】

## (1) Establishment of a new organization reporting directly to the President



## (2) Reorganization of the Construction Business Organization



## (3) Organizational Changes in the Corporate Management General Headquarters

