



March 19, 2026

To Whom It May Concern

Company: TOCALO Co., Ltd.
Representative: Kazuya KOBAYASHI, President and CEO,
Representative Director
(Stock Code: 3433 (Prime Market of Tokyo
Stock Exchange))
Contact: Hiroshi GOTO, Senior Managing Executive
Officer, Director;
Vice President, Administrative Headquarters
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Notice of Organizational Changes and Changes in Executive Officers

TOCALO Co., Ltd. (the Company) hereby announces that at its Board of Directors meeting held today, it resolved to implement the following organizational changes and personnel changes of executive officers.

1. Organizational Changes (Effective April 1, 2026)

- (1) Establish the Development Headquarters.
- (2) Dissolve the Global Business Headquarters and establish the Global Business Development Headquarters.
- (3) Reorganize Tokyo Plant into Tokyo No.1 Plant and Tokyo No.2 Plant.

2. Changes in Directors

- (1) Changes in the Positions and Responsibilities (Effective April 1, 2026)

Name	New position	Current position
Tatsuo SUIZU	Director; Managing Executive Officer, Vice President, Development Headquarters	Director; Managing Executive Officer, General Manager, Tokyo Plant

3. Changes in Executive Officers

- (1) Changes in the Positions of Executive Officers (excluding those who are Directors) (Effective April 1, 2026)

Name	New position	Current position
Yasuki NAKAHIRA	Executive Officer; Vice President, Global Business Development Headquarters	Executive Officer; Vice President, Global Business Headquarters

- (2) Changes in Executive Officers (excluding those who are Directors) (Effective June 25, 2026)

Name	New position	Current position
Noriyuki YASUO	Executive Officer; General Manager, Akashi Plant Akashi Workshop.1	General Manager, Akashi Plant Akashi Workshop.1
Kenji HOSOMI	Executive Officer; General Manager, HR & General Affairs Division	General Manager, HR & General Affairs Division
Kaname YASUDA	Executive Officer; General Manager, Tokyo No.1 Plant	General Manager, Tokyo Plant Suzumi Workshop

[For reference]

The following is the planned executive structure after the Annual General Meeting of Shareholders on June 25, 2026.

Nine (9) Directors

Name	Position
Kazuya KOBAYASHI	Representative Director; President and CEO
Takayuki YOSHIKUNI	Representative Director; Senior Managing Executive Officer
Hiroshi GOTO	Director; Senior Managing Executive Officer, Vice President, Administrative Headquarters
Tatsuo SUIZU	Director; Managing Executive Officer, Vice President, Development Headquarters
Takeshi TAKABATAKE	Director; Managing Executive Officer, Vice President, Production Headquarters
Toshimitsu KAMAKURA	Director (Part-time / Outside Director)
Keiko TAKIHARA	Director (Part-time / Outside Director)
Yoko SATO	Director (Part-time / Outside Director)
Kazuyuki TOMITA	Director (Part-time / Outside Director)

Four (4) Audit & Supervisory Board Members

Name	Position
Hidetoshi SHIN	Audit & Supervisory Board Member (Full time)
Hirosuke HAMADA	Audit & Supervisory Board Member (Full time)
Toshihiko YOSHIDA	Audit & Supervisory Board Member (Outside)
Noriko KAJI	Audit & Supervisory Board Member (Outside)

Ten (10) Executive Officers (excluding those who are Directors)

Name	Position
Hiroyuki AISAKA	Executive Officer; Vice President, Quality Management Headquarters
Katsunori NAKAI	Executive Officer; General Manager, Corporate Planning Division
Yasuki NAKAHIRA	Executive Officer; Vice President, Global Business Development Headquarters
Tatsuya HAMAGUCHI	Executive Officer; Vice President, Sales Headquarters
Yuu MURATA	Executive Officer; General Manager, Akashi Plant
Takema TERATANI	Executive Officer; General Manager, Thermal Spraying Technology R&D Laboratories
Shinichi OKABE	Executive Officer; Representative Director and President, Japan Coating Center Co., Ltd.
Noriyuki YASUO	Executive Officer; General Manager, Akashi Plant Akashi Workshop.1
Kenji HOSOMI	Executive Officer; General Manager, HR & General Affairs Division
Kaname YASUDA	Executive Officer; General Manager, Tokyo No.1 Plant

(Note) The total number of Executive Officers is fifteen (15). Five (5) of them are concurrently serving as Directors.