



March 18, 2026

To Whom It May Concern

Company Name	TOA Corporation
Name of Representative	Masahiro Taniguchi, President, CEO
(Securities code:6809; TSE Prime Market)	
Contact	Kihara Isao, Executive Officer of Corporate Planning Division
Telephone	(TEL +81-78-303-5620)

Notice Regarding Executive Appointments

We hereby announce that at the Board of Directors meeting held on March 18, 2026, the following resolutions regarding executive appointments were adopted.

Please note that these appointments are scheduled to be formally approved at the Annual General Meeting of Shareholders to be held in June 2026.

Details

1. Candidates for New Directors

Yukiko Tsujimoto

2. Brief Biographies of the Candidates for New Directors

Name	Yukiko Tsujimoto	
Date of Birth and Gender	February 10, 1964 ; Female	
Career Summary	April 1986	Joined Procter & Gamble Far East Inc.
	July 1998	Marketing Director, Procter & Gamble Far East Inc.
	March 2002	Director of External Relations, Procter & Gamble Far East Inc.
	March 2006	Director, Procter & Gamble Japan K.K.
	April 2008	Director, P&G Japan K.K.
	June 2012	Resigned as Director, Procter & Gamble Japan K.K.
	July 2012	Communications Director, Public Relations Division, Procter & Gamble Japan K.K.
	April 2014	Resigned as Director, P&G Japan K.K.
	June 2014	Retired from Procter & Gamble Japan K.K. (now The P&G Japan Limited)
	November 2014	Representative Director, shapes Co., Ltd. (current Position)
	April 2015	Advisor, Kobe City (Human Resources Development Advisor)
	April 2018	Member, Kobe City (Personnel Committee)

	May 2019	Outside Director, Kirindo Holdings Co., Ltd.
	June 2020	Outside Director, Duskin Co., Ltd.
	March 2022	Outside Director SAKATA INX CORPORATION (current Position)
	April 2022	Special Advisor, Kobe City Bureau of Administration and Finance
	April 2024	Advisor, Kobe City Bureau of Administration and Finance
Number of Shares Held	—	

* Yukiko Tsujimoto is a candidate for the position of Outside Director. Furthermore, should she be appointed as a director, she will hold an independent position as an Outside Director, and as it is determined that there is no risk of conflict of interest with general shareholders, she will be designated as an Independent Officer in accordance with the rules of the Tokyo Stock Exchange.

* Yukiko Tsujimoto legal name is “Yukiko Okamoto.”

Reference: New Management Structure (Following the Annual General Meeting of Shareholders and Board of Directors meeting scheduled for June 2026)

Name	Position
Masahiro Taniguchi	Representative Director and President (Reappointed)
Hiroshi Hayakawa	Director (Reappointed)
Takashi Nishino	Director (Reappointed)
Toru Otono	Director
Masashi Murata	Outside Director
Minoru Handa	Outside Director (Reappointed)
Yukiko Tsujimoto	Outside Director (New Appointment)
Takefumi Nishigaki	Audit & Supervisory Board Member
Kazuyo Nishikata	Outside Audit & Supervisory Board Member (Reappointed)
Amane Sawa	Outside Audit & Supervisory Board Member

The above