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January 7, 2026

Company name: Nishimatsu Construction Co., Ltd.
Name of representative: Masakazu Hosokawa, Representative
Director and President
(Securities code: 1820; Tokyo Stock
Exchange Prime Market)
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Notice of Organizational Changes in Headquarters and Changes in Executive Officers

Nishimatsu Construction Co., Ltd. (the "Company") hereby announces that we have decided to change the Company's headquarters organization and executive officers as described below.

1. Reorganization of the Headquarters Organization (Effective April 1, 2026) (Appendix: Comparison Table of Old and New Headquarters Organization)

The "Company" will integrate the Regional Environmental Solution Division and the Asset Value Added Business Division to establish a new Environment and Urban Development Division.

We will establish a new system to integrate the initiatives of each business division, concerning "local community development and PPP (Public Private Partnership)," "infrastructure investment in renewable energy etc.," "urban development and vitality creation," and "overseas real estate investment."

Through this reorganization, we aim to enhance our business development capabilities by mutually utilizing the investment experience, risk assessment, and overseas business knowledge etc. cultivated by both divisions. Additionally, we will expand business opportunities through synergies, such as incorporating decarbonization services into real estate development projects, thereby strengthening our operations and aiming to improve corporate value from a medium- to long-term perspective.

2. Change in executive officers

(1) Executive officer scheduled to resign (Effective March 31, 2026)

Name	New Position	Current Position
Koji Ishiyama	Executive Advisor	Executive Officer, Deputy General Manager, Technology Strategy Unit

(2) Changes in the roles and assigned duties of executive officers (Effective April 1, 2026)

Name	New Position	Current Position
Hiroki Kimura	Managing Officer, General Manager, West Japan Regional Headquarters	Executive Officer, General Manager, West Japan Regional Headquarters
Kazutoshi Narita	Managing Officer, Deputy General Manager, Building Division	Executive Officer, Deputy General Manager, Building Division
Hitoshi Kususako	Executive Officer, General Manager, Environment and Urban Development Division	Executive Officer, General Manager, Regional Environmental Solutions Business Division
Koichi Oniki	Executive Officer, Deputy General Manager, Environment and Urban Development Division	Executive Officer, General Manager, Asset Value- Added Business Division
Makoto Nomura	Executive Officer, Deputy General Manager, Environment and Urban Development Division and President and Representative Director of Nishimatsu-Jisho Co., Ltd.	Executive Officer, Deputy General Manager, Asset Value-Added Business Division and President and Representative Director of Nishimatsu-Jisho Co., Ltd.

(3) (For Reference) Transfer of Branch Manager (Effective April 1, 2026)

Name	New Position	Current Position
Atsushi Nakaoka	General Manager, Hokuriku Branch Office, Kanto Civil Engineering Regional Headquarters	Project Director, Narita Runway C Project Office, Kanto Civil Engineering Regional Headquarters

Comparison Table of Old and New Headquarters Organization

Appendix

