



December 15, 2025

To whom it may concern

Company name Musashi Seimitsu Industry Co., Ltd
Name and title of Representative: Hiroshi Otsuka President and CEO
(Security Code: 7220 Prime of Tokyo Stock Exchange/
Premier of Nagoya Stock Exchange)
Name and Title of Contact Person: Masaru Maeda Executive Officer
Telephone Number: 0532-25-8111

Announcement of Personnel Changes

Musashi hereby announces that we have decided to make personnel changes.

1. Personnel changes (As of January 1, 2026)

Personnel changes of executive officers

Name	Current Title	New Title
Matthew Barron	Regional COO America	Executive Officer Regional CEO America
Haruhisa Otsuka	Executive Officer Regional CEO America	Executive Officer Deputy CEO (Deputy Chief Energy Solution Business Officer)

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