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[Translation]

February 26, 2026

To whom it may concern

Company name: Sankyu INC.
Representative: Kimihiro Nakamura, President and CEO (Representative Director)
Securities code: 9065; TSE Prime and FSE
Contact: Masahiro Ogawa, General Manager, Secretariat Department
Phone: +81-3-3536-3900

Notice Regarding Changes in Representative Directors and Directors

Sankyu Inc. (the “Company”) hereby announces that it has decided or unofficially decided, at a meeting of the Board of Directors held today, about the changes in Representative Directors and Directors as follows.

1. Reason for Changes

To implement changes in representative authority and Directors accompanying the management personnel changes effective April 1, 2026 and thereafter.

2. Details of Changes

(1) Decisions

Name	Current title	New title
Katsuaki Morofuji	Senior Executive Director (Representative Director), CFO, in charge of Administration and ESG	Representative Director, Special assignments, Director to CEO
Nobuyuki Aoki	Senior Executive Director (Representative Director), COO, in charge of Areas, Supervisor of Areas, and Supervisor of Safety	Representative Director, Special assignments, Director to CEO
Tsuyoshi Kukihara	Senior Executive Director (Director), CSO, in charge of Business	Senior Managing Executive Officer (Director), CSO, in charge of Business, and CTO, Head of Technical Development & Administration Division

Scheduled effective date: April 1, 2026

(Note) Katsuaki Morofuji and Nobuyuki Aoki are scheduled to retire as Representative Directors upon the expiration of their terms at the conclusion of the 117th Annual General Meeting of Shareholders (scheduled for late June 2026).

(2) Unofficial decisions

Name	Current title	New title
Kenji Ohnaka	Managing Executive Officer, Head of Engineering Business Division	Senior Managing Executive Officer (Representative Director), COO, in charge of Areas, Supervisor of Areas, and Supervisor of Safety
Tomomi Iguchi	Executive Officer, Head of Kyushu Area	Senior Managing Executive Officer (Representative Director), CHRO, in charge of Administration and ESG

Scheduled effective date: late June 2026

(Note) These changes are scheduled to be formally decided at a meeting of the Board of Directors following the conclusion of the 117th Annual General Meeting of Shareholders (scheduled for late June 2026).

3. Past Experience of Newly Appointed Representative Director Candidates

Name	Past experience	Number of shares of the Company held
Kenji Ohnaka (November 5, 1961)	(Career) April 1984 Joined the Company April 2010 General Manager, Plant Construction Dept. April 2013 General Manager, Yahata Branch April 2018 Head of Chugoku & Shikoku Area June 2018 Executive Officer April 2022 Managing Executive Officer (to present), Head of Plant Engineering Services Division April 2024 Head of Engineering Business Division (to present)	7,411
Tomomi Iguchi (February 13, 1967)	(Career) April 1990 Joined the Company April 2017 General Manager, Kyushu Area Administration Dept. July 2022 General Manager, General Affairs & Corporate Social Responsibility Dept. April 2023 Senior General Manager, in charge of General Affairs, Legal, Compliance June 2023 Executive Officer (to present) April 2025 Head of Kyushu Area (to present)	2,416

(Note) The number of shares of the Company held is as of February 26, 2026.