July 23, 2026

Company:	NIPPON KANZAI Holdings Co., Ltd.
Representative:	Shintaro Fukuda, President and Representative Director (Code number : 9347 TSE Prime)
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Notice Concerning Organizational Changes and Personnel Changes

NIPPON KANZAI Holdings Co., Ltd. ("the Company") hereby announces that, at the meeting of the Board of Directors held on July 23, 2026, the Company resolved to implement organizational changes and personnel changes as follows.

1. Organizational Changes

1) Purpose of Organizational Changes

In response to changes in the business environment surrounding our corporate group ("the Group") and the intent of the Corporate Governance Code revisions, the Company reviewed its organizational structure for the purpose of further strengthening its governance functions, enhancing its risk management system, and improving the efficiency of Group management.

2) Overview of Organizational Changes

(1) Dividing and Transferring Functions of "Internal Control & Group Risk Management Office"

In order to clarify roles and responsibilities in governance functions and enhance expertise and effectiveness, the existing "Internal Control & Group Risk Management Office" will be divided and reorganized.

[Internal Control Function]

The functions related to the internal control system based on J-SOX will be performed by "Internal Control Office," a new department to be created and overseen by Director in Charge of Finance. This will ensure the reliability of financial reporting, enhance the objectivity of internal control evaluations, ensure their effectiveness, and strengthen the structure to support the supervisory function of the Board of Directors.

[Risk Management Function]

The risk management functions for the entire Group will be performed by the existing Group Company Management Office. Through this change, the Company will centrally grasp the business operating status and risk information of each Group company, share information necessary for management decisions in a timely and appropriate manner, and aim to improve the risk management system and monitoring functions across the Group.

(2) Overseeing Director Change of the "Marketing Promotion Office"

The Director overseeing "Marketing Promotion Office" will be changed from Director in Charge of Corporate Strategy Planning to Director in Charge of Finance. By combining its conventional sales support functions with financial perspectives such as market trends, profitability analyses, and capital efficiency, the office will support the business growth of each Group company, while leading to the appropriate allocation of business resources and improvement of profitability. Through this, the Company will enhance the alignment between its growth strategy and capital/financial strategies, thereby sustainably enhancing its corporate value.

2. Personnel Change (Appointment of Department Head)

New Position	Name	Current Position
Head of Internal Control Office	Chikayo Sasakura	Deputy Head of Internal Control & Group Risk Management Office

3. Date of Assuming Positions

August 1, 2026

Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.