

Note: This document is an English translation of a statement written originally in Japanese. In the event of any discrepancy between this translated document and the original Japanese document, the original shall prevail.

December 12, 2025

Company Name: OYO Corporation  
Name of Representative: Hirofumi AMANO, President & CEO  
(Securities Code: 9755; Prime Market)  
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**Notice Regarding Changes in Executive Officers, Organizational Restructuring, and  
the Appointment of Candidates for Directors  
(excluding Directors who are Audit and Supervisory Committee Members)  
and Executive Officers**

OYO Corporation (the “Company”) hereby announces that, at the Board of Directors meeting held on December 12, 2025, it resolved to implement changes in executive officers and organizational restructuring effective January 1, 2026. In addition, the Company announces the candidates for directors. The formal election of directors is scheduled to take place at the 69th Annual General Meeting of Shareholders to be held in late March 2026. Furthermore, the Company has resolved the appointment of executive officers effective April 1, 2026.

**1. Changes in Executive Officers (Effective January 1, 2026)**

Name	Type	New Job Title	Current Job Title
Shinichi IWASHITA	Reappointment	Senior Managing Executive Officer, Head of Environment and Energy Headquarters	Senior Managing Executive Officer, Head of Business Promotion Headquarters
Tadashi YOSHIOKA	Promotion	Senior Managing Executive Officer, Head of Disaster Prevention and Infrastructure Headquarters, Head of Disaster Prevention and Infrastructure Business Division	Senior Executive Officer, Head of Disaster Prevention and Infrastructure Business Division
Toshihiko TANAKA	Reappointment	Senior Executive Officer, Head of Shared Services Planning Office	Senior Executive Officer, Head of Group Management Headquarters
Ryo MIYAZAKI	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of Instruments & Solutions Business Division	Executive Officer, Head of Instruments & Solutions Business Division

Takashi KODAMA	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, General Manager of Business Management Office	Executive Officer, Deputy Head of Business Promotion Headquarters, General Manager of Sales and Marketing Promotion Office
Mitsuru HORIKOSHI	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of IT Business Division	Executive Officer, Head of IT Business Division
Kazunori YAMAGUCHI	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of Disaster Risk Reduction Business Division	Executive Officer, Head of Disaster Risk Reduction Business Division
Naoki NAKAMURA	Reappointment	Executive Officer, Deputy Head of Environment and Energy Headquarters, Head of Global Environment Business Division	Executive Officer, Head of Global Environment Business Division
Tsukasa ENDO	Reappointment	Executive Officer, Deputy Head of Environment and Energy Headquarters, Head of Energy Business Division	Executive Officer, Head of Energy Business Division
Katsuya BABA	Retirement	Executive Manager, Deputy Head of Administration Headquarters, General Manager of Occupational Safety and Health Department	Executive Officer, Deputy Head of Business Promotion Headquarters, General Manager of Business Management Office

## 2. **Organizational Restructuring** (Effective January 1, 2026)

### (1) **Purpose**

The Company aims to reinforce its order base, particularly in the municipal market, by ensuring consistent technical and product capabilities nationwide, establishing a segment management structure that includes domestic group companies, and enhancing region-focused sales. By streamlining headquarters functions and promoting the delegation of authority, the Company seeks to accelerate decision-making processes, thereby improving profitability and ensuring sustainable growth.

### (2) **Outline**

#### **I. Establishment and Integration of Headquarters and Offices**

- The Company will establish the **Disaster Prevention and Infrastructure Headquarters**, **Environment and Energy Headquarters**, and **Shared Services Planning Office**.
- The Disaster Prevention and Infrastructure Headquarters and the Environment and Energy Headquarters will oversee performance management, strategy development, and product innovation within each segment, and will assume responsibility for segment operations, including business divisions and domestic group companies. This structure is designed to accelerate segment-level decision-making and ensure the nationwide delivery of high-quality solutions.
- In line with these reforms, the **Business Promotion Headquarters** and the **Group Management Headquarters** will be dissolved, with their functions transferred to the newly established headquarters. This aims to eliminate organizational overlap, accelerate delegation of authority, and improve operational efficiency.
- The Shared Services Planning Office will promote efficiency in administrative functions and strengthen the management foundation across the entire group.

#### **II. Reorganization and Establishment of Regional Offices**

- Existing offices will be reorganized into Regional Offices, with General Managers of these Regional Offices leading local order acquisition to strengthen region-focused sales.
- The Company will establish the **Chugoku Regional Office** to enhance sales capabilities and improve customer responsiveness within the Chugoku region in Japan.
- Each Regional Office will collaborate with all business divisions to align regional strategies with divisional plans, enabling swift responses to market changes and driving improved profitability.

### 3. The Appointment of Candidates for Directors

(excluding Directors who are Audit and Supervisory Committee Members)

(to be proposed at the 69<sup>th</sup> Annual General Meeting of Shareholders, which will be held in March 2026)

Name	Type	Title
Hirofumi AMANO	Reappointment	Representative Director, President & CEO
Yuichi HIRASHIMA	Reappointment	Representative Director, Executive Deputy President
Munehiro IGARASHI	Reappointment	Director, Executive Deputy President
Shoji OSAKI	Reappointment	Outside Director
Yoko IKEDA	Reappointment	Outside Director
Emi SEKIYA	Reappointment	Outside Director

Notes:

- (1) The selection of the candidates above is based on the deliberations of the Nomination and Remuneration Committee, the voluntary advisory body of the Board of Directors of the Company.
- (2) Mr. Shoji OSAKI, Ms. Yoko IKEDA, and Ms. Emi SEKIYA are candidates for Outside Director stipulated in Article 2, Paragraph 3, Item (vii) of the Ordinance for Enforcement of the Companies Act of Japan.
- (3) The Company will continue to register Mr. Shoji OSAKI, Ms. Yoko IKEDA, and Ms. Emi SEKIYA as Independent Directors as stipulated by the Rules of the Securities Listing Regulations of the Tokyo Stock Exchange (TSE).

### 4. The Appointment of Executive Officers (as of April 1, 2026)

Name	Type	Posts in Charge
Hirofumi AMANO	Reappointment	President & CEO
Yuichi HIRASHIMA	Reappointment	Executive Deputy President
Munehiro IGARASHI	Reappointment	Executive Deputy President
Shinichi IWASHITA	Reappointment	Senior Managing Executive Officer, Head of Environment and Energy Headquarters
Tadashi YOSHIOKA	Reappointment	Senior Managing Executive Officer, Head of Disaster Prevention and Infrastructure Headquarters, Head of Disaster Prevention and Infrastructure Business Division
Toshihiko TANAKA	Reappointment	Senior Executive Officer, Head of Shared Services Planning Office

Akitomo NAKANISHI	Reappointment	Senior Executive Officer, Head of Engineering Headquarters
Osamu IDE	Reappointment	Executive Officer, Head of Co-creation Lab
Naoto SHIGEMOTO	Reappointment	Executive Officer, Head of International Group Management Headquarters
Tatsuro MATSUSHITA	Reappointment	Executive Officer, Head of Compliance Office
Ryo MIYAZAKI	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of Instruments & Solutions Business Division
Ryutaro JINNAI	Reappointment	Executive Officer, Head of Corporate Planning Headquarters
Toshihiro INAYOSHI	Reappointment	Executive Officer, Head of Administration Headquarters
Kyo MATSUI	Reappointment	Executive Officer, Head of DX Promotion Headquarters
Takashi KODAMA	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, General Manager of Business Management Office
Mitsuru HORIKOSHI	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of IT Business Division
Kazunori YAMAGUCHI	Reappointment	Executive Officer, Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of Disaster Risk Reduction Business Division
Naoki NAKAMURA	Reappointment	Executive Officer, Deputy Head of Environment and Energy Headquarters, Head of Global Environment Business Division
Tsukasa ENDO	Reappointment	Executive Officer, Deputy Head of Environment and Energy Headquarters, Head of Energy Business Division

<For Reference>

**1. List of Directors**

(to be proposed at the 69<sup>th</sup> Annual General Meeting of Shareholders, which will be held in March 2026)

<b>Title</b>	<b>Name</b>
Representative Director, President & CEO	Hirofumi AMANO
Representative Director, Executive Deputy President	Yuichi HIRASHIMA
Director, Executive Deputy President	Munehiro IGARASHI
Outside Director	Shoji OSAKI
Outside Director	Yoko IKEDA
Outside Director	Emi SEKIYA
Director, Audit & Supervisory Committee Member	Shinichi KAGAWA
Outside Director, Audit & Supervisory Committee Member	Jun NAITO
Outside Director, Audit & Supervisory Committee Member	Takao ORIHARA
Substitute Director serving as Audit & Supervisory Committee Member	Tatsuro MATSUSHITA
Substitute Outside Director serving as Audit & Supervisory Committee Member	Hirokazu HONDA

**2. List of Executive Officers (As of April 1, 2026)**

<b>Title</b>	<b>Name</b>	<b>Posts in Charge</b>
President & CEO *	Hirofumi AMANO	
Executive Deputy President *	Yuichi HIRASHIMA	
Executive Deputy President *	Munehiro IGARASHI	
Senior Managing Executive Officer	Shinichi IWASHITA	Head of Environment and Energy Headquarters
Senior Managing Executive Officer	Tadashi YOSHIOKA	Head of Disaster Prevention and Infrastructure Headquarters, Head of Disaster Prevention and Infrastructure Business Division

Senior Executive Officer	Toshihiko TANAKA	Head of Shared Services Planning Office
Senior Executive Officer	Akitomo NAKANISHI	Head of Engineering Headquarters
Executive Officer	Osamu IDE	Head of Co-creation Lab
Executive Officer	Naoto SHIGEMOTO	Head of International Group Management Headquarters
Executive Officer	Tatsuro MATSUSHITA	Head of Compliance Office
Executive Officer	Ryo MIYAZAKI	Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of Instruments & Solutions Business Division
Executive Officer	Ryutaro JINNAI	Head of Corporate Planning Headquarters
Executive Officer	Toshihiro INAYOSHI	Head of Administration Headquarters
Executive Officer	Kyo MATSUI	Head of DX Promotion Headquarters
Executive Officer	Takashi KODAMA	Deputy Head of Disaster Prevention and Infrastructure Headquarters, General Manager of Business Management Office
Executive Officer	Mitsuru HORIKOSHI	Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of IT Business Division
Executive Officer	Kazunori YAMAGUCHI	Deputy Head of Disaster Prevention and Infrastructure Headquarters, Head of Disaster Risk Reduction Business Division
Executive Officer	Naoki NAKAMURA	Deputy Head of Environment and Energy Headquarters, Head of Global Environment Business Division
Executive Officer	Tsukasa ENDO	Deputy Head of Environment and Energy Headquarters, Head of Energy Business Division

Note:

An asterisk (\*) indicates officers concurrently serving as Directors.