

December 16, 2025

Company name: Nippon Aqua Co., Ltd.
(Securities code: 1429; Tokyo Stock Exchange, Prime Market)

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Notice Regarding Organizational Changes, Executive Officer and Personnel Changes at the Department Head Level and Above

We would like to announce that we have decided on organizational changes, executive officer and personnel changes at the department head level and above as follows today.

1. Organizational Changes (Effective January 1, 2026)

Establishment of the Insulation Board Division

To further promote “*Marutto Aqua Foam*,” our integrated solution that combines spray-applied rigid urethane foam with insulation boards, and to expand our sales opportunities, we are pleased to announce the establishment of the Insulation Board Division.

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

| Name | New Position | Current Position |
|--------------------|--------------------------|--|
| Toshikuni Yasukawa | Same position as current | Responsible for Waterproofing Business Dept. |
| Kazuki Minagawa | Same position as current | Responsible for Administration Division |
| Shoji Sato | Same position as current | Responsible for Finance and Accounting Dept. |
| Chiemi Kawakami | Same position as current | Responsible for Procurement Dept., Integrated Support Dept. |
| Hiroshi Egawa | Same position as current | Responsible for Estimation Dept., Environment Dept. |
| Isao Tonegawa | Same position as current | Responsible for Contractor Development Dept., Construction Dept. |

3. Changes at the Department Head Level and Above (Effective January 1, 2026)

| Name | New Position | Current Position |
|-----------------|--|--|
| Shinya Sasagawa | Senior General Manager of the Kansai & Chushikoku Construction Dept. | Senior General Manager of Building Construction Management Dept. |
| Yusaku Ozawa | Senior General Manager of the Chubu & Hokuriku Construction Dept. | General Manager of the Chubu Construction Business Department |
| Simpei Enomoto | Division Director of the Insulation Board Division | General Manager of the West Japan Housing Business Dept. |
| Natsumi Doken | Senior General Manager of the West Japan Sales Support Dept. | General Manager of the West Japan Sales Support Dept. |

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.