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May 22, 2026

To All Concerned Parties

Company Name	Air Water Inc.
Representative	President and Representative Director Ryosuke Matsubayashi
Contact	(Code Number 4088 Tokyo Stock Exchange Prime Market, Sapporo Stock Exchange Market) General Manager of Corporate Communications Office Keisuke Fukushima (TEL 06-6252-3966)

**Notice Regarding Changes in Directors and Audit & Supervisory Board Members, Changes in Executive Officers, and Organizational Restructuring**

We announced on April 17, 2026, "Notice Concerning Changes in Representative Directors and Other Officers, Including Directors." However, in light of our designation as a Security on Alert by the Tokyo Stock Exchange on May 1, 2026, we have conducted an additional review of our management structure in order to promptly and reliably rebuild our internal control system. As a result, at the meeting of the Board of Directors held today, we resolved to make changes in Directors and Audit & Supervisory Board Members, changes in Officers, as well as organizational restructuring, as outlined below, in connection with the review of our management structure.

Please note that changes in Representative Directors, Directors, and Audit & Supervisory Board Members are scheduled to be formally resolved at the 26th Annual General Meeting of Shareholders to be held on June 29, 2026, and at the subsequent meeting of the Board of Directors.

### 1. Key Changes

- Renewal of Directors responsible for execution to clearly separate supervisory and execution functions
- Strengthening of the Audit & Supervisory Board structure through an increase in full-time Audit & Supervisory Board Members and the appointment of external experts

### 2. Selection Process for Director Candidates

In selecting director candidates, we conducted our review through the Nomination and Remuneration Committee based on the results of the investigation by the Special Investigating Committee and other factors, under the premise of reconsidering the management structure from a clean slate. Our review was carried out based on key principles, including the establishment of a framework capable of strengthening internal controls and preventing the recurrence of inappropriate accounting, as well as ensuring that candidates possess the management capabilities necessary to support the sustainable growth of the Group.

As a result, in order to reconstruct our internal management framework through enhancing the effectiveness of the Board of Directors' supervisory function and strengthening the audit and supervisory functions of the Audit & Supervisory Board, we have decided to review the overall management structure, including the composition of the Board of Directors and the Audit & Supervisory Board to be submitted to the General Meeting of Shareholders.

### 3. Candidates for Directors (Effective June 29, 2026)

	Name	New Position	Current Position, Significant Concurrent Positions, Career Summary
Reappointed	Yoshihiro Senzai	Representative Director President and Executive Officer	Chair of the Board, Outside Director
Newly Appointed	Yu Karato	Representative Director Executive Vice President In charge of Headquarters Department and Chief Accounting and Finance Officer	Senior Managing Executive Officer Chief Accounting and Finance Officer
Newly Appointed	Hirokazu Nishimura	Corporate Director Senior Managing Executive Officer In charge of Business Departments and General Manager of Industrial Business Division	Managing Executive Officer, General Manager of the Green Innovation Unit, Energy Solutions Group, and General Manager of Clean Energy Business Promotion Department President and Representative Director, Air Water Green Design Co., Ltd.
Reappointed	Yuko Haga	Independent Director	Outside Director, MinebeaMitsumi Inc. Professor, NUCB Business School,

			Nagoya University of Commerce & Business Graduate School
Reappointed	Rochelle Kopp	Independent Director	Managing Principal (President), Japan Intercultural Consulting Outside Director, MS&AD Insurance Group Holdings, Inc.
Newly Appointed	Mikihiko Kato	Independent Director	Advisor, Niterra Co., Ltd. Former: Director and Full-time Audit & Supervisory Committee Member, Niterra Co., Ltd.
Newly Appointed	Mitsutoshi Matsushita	Independent Director	Kajitani Law Offices Outside Director, Partner Pacific System Co., Ltd. Former: Outside Director and Audit & Supervisory Committee Member, Tsumura & Co.
Newly Appointed	Shinichi Kawasaki	Independent Director	Senior Managing Director, Osaka Science & Technology Center Former: President and Representative Director, KRI, Inc.

\*Yuko Haga and Rochelle Kopp have been designated as independent officers pursuant to the rules of the Tokyo Stock Exchange and the Sapporo Securities Exchange, on which we are listed, and have been duly notified of both exchanges. Mikihiko Kato, Mitsutoshi Matsushita and Shinichi Kawasaki are newly nominated candidates and are scheduled to be reported as independent officers.

#### 4. Candidates for Directors (Effective June 29, 2026)

	Name	Position	Current Position, Significant Concurrent Positions, Career Summary
—	Junko Shigefuji	Standing Statutory Auditor	Standing Statutory Auditor
Newly Appointed	Seiji Mori	Standing Statutory Auditor	General Manager of Consolidated Accounting Office
Newly Appointed	Yasuaki Yoshida	Standing Statutory Auditor	Managing Director and Executive Officer, Kawamoto Corporation Certified Public Accountant
—	Atsushi Hayashi	Audit & Supervisory Board Member (Outside Corporate Auditor)	Audit & Supervisory Board Member (Outside Corporate Auditor)
Newly Appointed	Atsushi Iwasaki	Audit & Supervisory Board Member (Outside Corporate Auditor)	Head, Iwasaki Certified Public Accountant Office Outside Director and Chairperson of the Board, Iseki & Co., Ltd. Outside Audit & Supervisory Board Member,

			Nippon Kayaku Co., Ltd. Former: Outside Audit & Supervisory Board Member, Nippon Ham Co., Ltd. Former: Outside Audit & Supervisory Board Member, Olympus Corporation
Newly Appointed	Tateshi Higuchi	Audit & Supervisory Board Member (Outside Corporate Auditor)	Former: Superintendent-General Former: Director, Daiichi Sankyo Company, Limited Former: Director, Miura Co., Ltd. Former: Audit & Supervisory Board Member, Taisei Corporation

\*Atsushi Hayashii has been designated as an independent officer pursuant to the rules of the Tokyo Stock Exchange and the Sapporo Securities Exchange, on which we are listed, and has been duly notified to both exchanges. Takeshi Higuchi and Jun Iwasaki are newly nominated candidates and are scheduled to be reported as independent officers.

5. Resignation of Representative Director (New Position; Effective June 29, 2026)

Ryosuke Matsubayashi Senior Managing Executive Officer in charge of Technology Department and General Manager of Technology Division  
(Currently: Representative Director, President & CEO and COO)

6. Resignation of Corporate Director (New Position (Additional); Effective June 29, 2026)

Shigeki Otsuka Advisor  
(Currently: Corporate Director, Senior Managing Executive Officer, Responsible for Corporate Planning)

Hidetoshi Onoe Advisor  
(Currently: Corporate Director, Managing Executive Officer, Group Representative for Tokyo, In charge of Health & Safety General Manager, Dental Care Business Unit)

Kikue Inoue Advisor  
(Currently: Corporate Director, Executive Officer, In Charge of Promotion of Women's Active Engagement, HR, Corporate Communications)

7. Appointment of Audit & Supervisory Board Member (Additional from the previous announcement; Effective June 29, 2026)

Seiji Mori Audit & Supervisory Board Member (Full-time)  
(Currently: General Manager of Consolidated Accounting Office)

Yasuaki Yoshida Audit & Supervisory Board Member (Full-time)

(Currently: Managing Director and Executive Officer, Kawamoto Corporation)

Tateshi Higuchi                      Audit & Supervisory Board Member (Part-time)  
(Former: Superintendent-General of the National Police Agency)

8. Resignation of Audit & Supervisory Board Member (Additional from the previous announcement; Effective June 29, 2026)

Kenji Yamada                      Resignation  
(Currently: Standing Statutory Auditor (Outside Corporate Auditor))

Nobuo Hayashi                      Resignation  
(Currently: Outside Corporate Auditor)

9. Changes in Executive Officers (Effective July 1, 2026)

(1) Appointment of Executive Officers

Hiroki Tsutsumi                      Managing Executive Officer General Manager of Corporate  
Department and General Manager of the Board of Directors  
Secretariat  
(Currently: Executive Officer General Manager of HR & Health  
Management Promotion Office)

Yuji Kitagawa                      Executive Officer General Manager of Management Reform  
Department  
President and Representative Director of Air Water Safety Service  
Inc.  
(Currently: Health & Safety Group General Manager of Safety  
Services B.U.  
President and Representative Director of Air Water Safety Service  
Inc.)

(2) Promotion of Executive Officers

Seiji Kobayashi                      Managing Executive Officer General Manager of Medical Business  
Division  
President and Representative Director of Air Water Medical Inc.  
President and Representative Director of Air Water Bio Design Inc.  
(Currently: Executive Officer Health & Safety Group, General  
Manager of Medical Products Unit  
President and Representative Director of Air Water Medical Inc.  
President and Representative Director of Air Water Bio Design Inc.)

Kazumoto Ohashi Senior Executive Officer General Manager of Internal Auditing Office  
(Currently: Executive Officer General Manager of the Internal Auditing Office and Senior Section Manager of the Business Auditing Group and Senior Section Manager of J-SOX Group)

Hitoshi Sagara Senior Executive Officer General Manager in charge of Affiliates Support and Overall Management and General Manager of Affiliates Department  
(Currently: Executive Officer General Manager of the Business Management Office)

### (3) Changes in Responsibilities of Executive Officers

Kunihiro Hayashi Senior Executive Officer General Manager of Agriculture & Foods Business Division  
(Currently: Senior Executive Office In charge of Agriculture & Foods Group)

### (4) Resignation of Executive Officers

Hiroyuki Takahashi Resignation  
(Currently: Managing Executive Officer General Manager of Global Strategy Promotion Headquarters and General Manager of Global Business Development Department  
President and Representative Director of Air Water Material Inc.)

## 10. Organizational Changes (Effective July 1, 2026)

### (1) Purpose of the Organizational Changes

We take the inappropriate accounting incident with the utmost seriousness and position the enhancement of management transparency, the strengthening of internal control systems, and the prevention of recurrence as our top management priorities.

These organizational changes aim to clarify the separation between supervisory and execution functions and fundamentally strengthen the Group wide monitoring function through the enhancement of headquarters functions (second line).

#### (i) Enhancing the Effectiveness of the Supervisory Function of the Board of Directors

In order to strengthen the management supervisory function of the Board of Directors, we will establish a structure in which outside directors constitute a majority. Through this, discussions and decision-making from an objective and independent perspective, separate from execution, will be enhanced, thereby increasing transparency and reinforcing the check-and-balance function in deliberations on important management decisions and internal control systems, and establishing a framework in which the Board of Directors effectively functions as a body that substantively supervises management.

(ii) Strengthening the Audit and Supervisory Function of the Audit & Supervisory Board

In order to strengthen the audit function of the Audit & Supervisory Board, we will appoint two new full-time Audit & Supervisory Board Members to form a three-member structure, and two outside, part-time Audit & Supervisory Board Members (one of whom was already announced previously) to form a three-member structure, resulting in a total of six members (an increase of one member). Through audits and supervision from diverse perspectives, we will promote the appropriate operation of the internal control system.

(iii) Establishment of the Management Reform Department

In order to reconstruct the internal management framework and promote management reform, we will establish a cross-functional organization, the "Management Reform Department." The Department will take the lead in strengthening governance on a Group-wide basis by driving the execution of recurrence prevention measures as its core function, and through the development and operation of internal controls and monitoring their effectiveness. In addition, from the perspective of overall corporate strategy, the Department will be responsible for reviewing the business portfolio and, based on evaluations that take into account the profitability, growth potential, and risks of each business, will provide recommendations on business restructuring and support their execution.

Through these initiatives, we will promote the integrated advancement of governance enhancement and business structure reform, and strengthen our management foundation in a manner that contributes to the enhancement of corporate value.

(iv) Strengthening Support and Oversight Functions for Affiliates

In order to strengthen the functions for supporting and overseeing group companies, we will establish a cross-functional support and oversight framework through functional collaboration among relevant parties, including the headquarters departments responsible for finance and accounting, legal affairs, and risk management.

Through these initiatives, we will standardize the level of internal management frameworks across group companies and enhance the effectiveness of Group governance. In addition, we will improve and harmonize the level of internal controls across the Group and reinforce the control and oversight functions of headquarters, thereby ensuring that Group governance functions effectively.

(v) Establishment of the Board of Directors Secretariat (Corporate Secretary Function)

In order to ensure that the supervisory function of the Board of Directors operates continuously and effectively, we will establish the Board of Directors Secretariat (Corporate Secretary function), which will be responsible for the following functions:

- Planning and implementing enhancements to the operation of the Board of Directors and evaluations of its effectiveness
- Promoting the review of the organizational structure and improving the governance framework
- Facilitating coordination and communication between outside directors and internal departments, and providing information and support from an independent standpoint to enable the effective exercise of supervisory functions

(2) Strengthening of Internal Management and Support Functions

In order to enhance and centralize internal management and support functions at headquarters, we will clarify the role of not only "managing" group companies but also "appropriately supporting and overseeing" them.

(i) We will strengthen the Group-wide monitoring function of the Internal Audit Department and enhance the effectiveness of internal controls through a framework under which it reports directly to the Board of Directors and the Audit & Supervisory Board. In addition, the Department will enhance coordination among the three lines of audit by serving as a secretariat linking the Audit &

Supervisory Board and the accounting auditor, thereby improving the effectiveness of audits.  
(ii) With respect to the whistleblowing system, we will clarify dual reporting lines to the Audit & Supervisory Board and management, thereby enabling the early detection and correction of misconduct and irregularities.

### (3) Establishment of the Technology Division

In order to integrate the technology-related functions that were previously dispersed across business units and various functions, we will establish the “Technology Division” as an organization that unifies the planning and oversight of technology strategies, the promotion of research and development, development and innovation for new business creation, and supervisory and control functions in areas such as quality, safety, and the environment.

Through this reorganization, the Technology Division will be positioned as an organization with the following four functions:

(i) Strategic management function: Selection of mid- to long-term research themes through the formulation and promotion of Group-wide technology and intellectual property strategies

(ii) Research function: Fundamental research and accumulation of technological capabilities by research institutes based on mid- to long-term technology strategies

(iii) Development and innovation function: Development of new technologies and creation of new businesses with a view to commercialization

(iv) Control and supervisory function (second line): Risk management, standard setting, and monitoring in areas such as quality, safety, and the environment

By organically linking these functions, the Division will serve as a core organization that both strengthens competitiveness in the technology domain and enhances internal controls and governance, thereby contributing to the strengthening of our management foundation.

### (4) Reorganization and Introduction of a Three-Business Division Structure

In the recurrence prevention measures, the review of the business portfolio, the selection and concentration of businesses, and the optimization and restructuring of group companies have been positioned as key initiatives. Based on this, we will consolidate the current four business divisions into three divisions—the “Industrial Business Division,” “Medical Business Division,” and “Agriculture and Foods Business Division”. Thereby clarifying responsibilities and authorities by business domain, enhancing transparency in decision-making, optimizing management structures according to the scale and characteristics of each business, and promoting the concentration of management resources based on core competencies as well as the restructuring of underperforming businesses. In addition, by reorganizing into control units that are subject to monitoring and oversight functions by headquarters, we will transition from the previous decentralized business operations to operations aligned with overall corporate strategy and establish an effective governance structure.

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