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.

September 28, 2026

To whom it may concern:

Company name: Eagle Industry Co., Ltd.
Representative: Tetsuji Tsuru
Representative Board Director
and President
(Securities code: 6486; Prime Market of the Tokyo Stock Exchange)
Inquiries: Tadashi Yamamoto
Senior Director, Corporate Administration
(TEL: +81-3-3432-3892)

Notice Regarding Changes of Representative Board Directors and Vice Presidents

Eagle Industry Co., Ltd. (the "Company") announced today that a Board of Directors meeting held on today, approved the following changes of Representative Board Directors and Vice Presidents, which are planned to take effect on October 1, 2026.

Furthermore, subject to the establishment of NOK Group Corporation on October 1, 2026, the Company will transition to a company with an auditor on the same date.

1. Candidates for Board Directors and Auditors (As of October 1, 2026)

(Underlining denotes change)

Name	New title	Existing title
Tetsuji Tsuru	Representative Board Director, Chairman	Representative Board Director, Chairman and President
Ryota Nakazawa	Representative Board Director, President	Senior Managing Director and Head of Corporate Strategic Planning
Masaki Nakao	Representative Board Director, Executive Vice President, Head of Corporate Administration	Same as new title
Norio Uemura (Doctor of Engineering)	Representative Board Director, Executive Vice President, Engineering and R&D Supervisor, Head of Defence Business	Same as new title
Masahide Shimada	Board Director, Head of AICI Business Unit, Head of Nuclear Power Business	Same as new title
Yoshinobu Murata	Board Director, Head of Corporate Finance & Accounting	Same as new title
Masaki Tanaka	Board Director, Head of Corporate Sales & Marketing	Senior Vice President and Head of Corporate Sales & Marketing
Ichiro Hirata	Auditor	Vice President, Deputy Head of Corporate Administration
Kazushige Hayashi	Auditor	― (Board Director (Full-time Audit & Supervisory Committee Member), NOK Corporation)

Note : Risa Yamasawa, the current Outside Board Director, Yasumitsu Iba, Board Director and Full-time Audit & Supervisory Committee Member, and Katsuhiko Shono, Masako Sakaguchi and Takashi Koike, Outside Board Directors and Audit & Supervisory Committee Members, will retire due to the change in the Company's governance structure.

2. Reasons for the Appointment and Career Summary of the New Representative Board Director

(1) Reasons for the Appointment

To establish a new management structure upon the establishment of NOK Group Corporation

(2) Career Summary

Name (Date of birth)	Career summary, position and responsibilities		Number of the Company's shares owned
Ryota Nakazawa (March 2, 1985)	Apr. 2007	Joined SANYO SHOKAI LTD.	16,100
	Mar. 2017	Joined the Company	
	Apr. 2021	Senior Director, Corporate Strategic Planning, the Company	
	June 2021	Vice President, Head of Corporate Strategic Planning, the Company	
	June 2022	Senior Vice President, Head of Corporate Strategic Planning, the Company	
	Feb. 2023	Senior Vice President, Head of Corporate Strategic Planning, and Deputy Head of Defense Business, the Company	
	June 2024	Board Director, Head of Corporate Strategic Planning, and Deputy Head of Defense Business, the Company	
	June 2026	Board Director, Head of Corporate Strategic Planning, the Company (incumbent)	

(3) Scheduled date of appointment: Ocrober 1, 2026

3. New Vice President Structure (As of October 1, 2026)

(Underlining denotes change)

Name	New title	Existing title
Noriyuki Nonaka	Same as existing title	Senior Vice President, Head of SI Business Unit
Katsuhiro Murakami	Same as existing title	Senior Vice President, Head of EB Business Unit (Representative Director and President, EagleBurgmann Japan Co., Ltd.)
Takumi Yoshikawa	Same as existing title	Senior Vice President, Deputy Head of AICI Business Unit
Kiyoshi Fujii	Same as existing title	Senior Vice President, Head of Marine Business Unit
Kazuya Nonaka	Same as existing title	Senior Vice President, Head of Aerospace Business Unit, Deputy Head of Defence Business
Junichi Wakabayashi	Same as existing title	Senior Vice President, Deputy Head of Corporate Strategic Planning (Director and President, Eagle Holding Europe B.V.)
Chad Pottenger	Same as existing title	Senior Vice President (CEO & President, EKK Eagle America, Inc.)
Yoshiaki Takigahira (Doctor of Engineering)	Same as existing title	Senior Vice President, Head of Engineering
Yoshiyuki Suyama	Senior Vice President, Head of Corporate Strategic Planning	Vice President, Deputy Head of Corporate Strategic Planning
Koichi Yoshihara	Senior Vice President, Head of Safety, Environment & Quality Control	Vice President, Head of Safety, Environment & Quality Control
Hiroaki Takayama	Same as existing title	Vice President, Deputy Head of Corporate Finance & Accounting, Deputy Head of EB Business Unit
Masao Suzuki	Same as existing title	Vice President, Deputy Head of Sales & Marketing
Hidenori Fujita	Same as existing title	Vice President, Head of China Operation (Director and President, Eagle Industry (WUXI) Co., Ltd. and Eagle Industry Sales & Service (WUXI) Co., Ltd.)
Masahiro Kubota	Same as existing title	Vice President, Deputy Head of SI Business Unit
Tadashi Yamamoto	Vice President, Deputy Head of Corporate Administration	Senior Director, Corporate Administration

Note: Shinichi Tokuda, currently Vice President and Deputy Head of Corporate Strategic Planning, is scheduled to retire as Vice

President of the Company as of October 1, 2026, and to assume the position of Vice President at NOK Group Corporation on the same date. He will continue to concurrently serve as Senior Director of Corporate Strategic Planning of the Company.