

Translation

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February 13, 2026

Company Name: Nikko Co., Ltd.
Representative: Tomomi Nakayama,
President and Director
Stock Code: 6306 (Tokyo Stock Exchange)
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Notice Regarding Group Reorganization

(Business Transfer between Consolidated Subsidiaries, Subsidiary Liquidation, and
Change of Company Name)

Nikko Co., Ltd. (the "Company") hereby announces that at the Board of Directors Meeting held on February 13, 2026, it resolved to transfer the Thailand business of Nikko Asia (Thailand) Co., Ltd. ("NAT"), a consolidated subsidiary of the Company, to Nikko Global Manufacturing (Thailand) Co., Ltd. ("GMT"), also a consolidated subsidiary of the Company, to liquidate NAT following the business transfer, and to change the company name of GMT, as described below.

As this group reorganization constitutes a business transfer between consolidated subsidiaries and the dissolution and liquidation of a consolidated subsidiary, certain disclosure items have been omitted.

1. Purpose of the Reorganization

In order to improve operational efficiency and strengthen competitiveness in Thailand, the Group has decided to reorganize its two local subsidiaries, consisting of a manufacturing company and a sales company.

To respond flexibly to changes in the business environment and achieve sustainable growth, the Group aims to strengthen its organizational structure through this reorganization. The initiative is intended to optimize management resources across the Group, improve operational efficiency, and build a solid management foundation, while expanding business operations tailored to regional characteristics and customer needs to provide higher value-added services.

Following the business transfer, NAT will be dissolved and liquidated. GMT, which will succeed the business, will aim for further growth under a new organizational structure and, as announced today (February 13, 2026) in the "Notice of Change of Company Name and Representative Director of a Consolidated Subsidiary," will change its company name to Nikko Asia-Engineering (Thailand) Co., Ltd. (planned).

2. Schedule of the Reorganization

Board of Directors' Resolution for the Reorganization (Company)	February 13, 2026
Name Change (GMT)	April 1, 2026 (planned)
Effective Date of the Business Transfer	July 1, 2026 (planned)
Completion of Liquidation	The liquidation is expected to be completed once the necessary procedures have been carried out in accordance with local laws and regulations.

3. Overview of the Reorganization

(1) Details of the Business Transfer

GMT will acquire the Thailand business operated by NAT, including the sale and maintenance of asphalt plants.

(2) Transfer Price and Settlement Method

The transfer price is expected to be determined based on the book value of the assets and liabilities to be transferred as of the effective date of the business transfer. The method of settlement will be determined upon mutual agreement between the parties.

(3) Change of Company Name

Current Company Name	Nikko Global Manufacturing (Thailand) Co., Ltd.
New Company Name	Nikko Asia-Engineering (Thailand) Co., Ltd.

(4) Liquidation

Following the business transfer, NAT will be dissolved and liquidated in accordance with local laws and regulations.

4. Overview of the Parties Involved (As of February 13, 2026)

		Business Transferee	Business Transferor
(1)	Company Name	Nikko Global Manufacturing (Thailand) Co., Ltd.	Nikko Asia (Thailand) Co., Ltd.
(2)	Address	180/1 Moo6 Tumbol Bueng, Amphur Sriracha, Chonburi, Thailand 20230	Bhiraj Tower@BITEC, Level 12, 4345 Sukhumvit Road, Bangna Sub-District, Bangna District, Bangkok, THAILAND 10260
(3)	Title and Name of Representative	President and Representative Director Eiichi Nagaya	President and Representative Director Hayato Tanaka
(4)	Business Description	Manufacture and sale of asphalt plants, recycling units, plant-related equipment, construction and industrial machinery, plant maintenance services.	Sale and maintenance of asphalt plants.
(5)	Capital	698,998,250 Thai baht	15,000,000 Thai baht
(6)	Major Shareholders and Ownership Ratio	The Company: 99.9%	The Company: 49.0%

5. Future Outlook

The impact of this reorganization on the Company's consolidated financial results is currently under review. Should disclosure become necessary, the Company will make a prompt announcement.