



September 28, 2026

Company name	Open Up Group Inc.
Name of Representative	Yutaka Nishida Chairman and President and Representative Director, CEO (Code: 2154 Prime Market of TSE)
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Notice of Reorganization of Management Structure

—Driving Growth through Technology, AI and Data across Industry and Business Boundaries—

Open Up Group Inc. (the “Company”) hereby announces that, effective October 1, 2026, it will reorganize its management structure and make related executive appointments. The existing business-unit-based structure will be replaced by a framework organized around seven “Management Domains” that are critical to the management of the Group. Through these changes, the Company aims to sustainably enhance corporate value and create new growth opportunities. This reorganization is the first initiative undertaken by the new management team appointed following the Annual General Meeting of Shareholders and the meeting of the Board of Directors held on September 25, 2026.

Guided by its Purpose, “Open up individual potential through rewarding work” the Group has developed strong capabilities in recruiting and developing talent, together with deep customer relationships at worksites across Japan’s key industries, including IT, machinery and electrical engineering, semiconductors, and construction.

Advances in technology, particularly AI, are fundamentally reshaping industry structures, the nature of work, and the skills in demand. While these changes create uncertainty for both customers and individuals, they also present opportunities to unlock possibilities that were previously out of reach.

To translate these opportunities into sustainable growth, the Company will replace its existing business-unit structure with a management framework that connects the talent, expertise, and customer bases of Group companies across business and industry boundaries. Rather than positioning technology within a single business domain, the Group will combine it with AI and data to drive business transformation and create value across the organization.

1. Management Organization Structured around Management Domains

The Company will reorganize its management structure around seven Management Domains that are essential to the Group’s future value creation. A leader will be appointed for each domain to strengthen domain expertise and execution. In particular, the newly established Group Reinvention domain will bring together Group strategy, AI and data, and transformation initiatives to accelerate the evolution of existing businesses and create new avenues for growth.

Under the new structure, the Group will combine its established strengths in talent, human capital development, frontline expertise, and customer relationships with technology, AI, data, and knowledge from both within and

outside the Group. In doing so, the Group will enhance the value of its people, deliver greater value to customers, and create new business value.

2. Seven Management Domains

Management Domain	Role in Management
Group Reinvention	Create the Group's next phase of growth and new value
Group Management	Advance Group management
People & Human Capital	Enhance the value of people and the organization
Brand & Communications	Build and communicate the value of the Open Up Group
Technology Operations	Build the technology platform that supports growth
Finance & Capital	Support capital efficiency and corporate value
Risk & Governance	Build the management foundation for sustainable growth

3. Management Domain Executive Structure

In conjunction with the reorganization, the Company has assigned responsibility for each Management Domain as set out below, clarifying both management priorities and executive accountability.

Name	Position	Responsibility / Oversight
Yutaka Nishida	Chairman and Representative Director, CEO	Risk & Governance
Asako Hayata	President and Representative Director, COO	Group Reinvention / Brand & Communications
Hiroshi Sato	Director and CFO	Finance & Capital
Noriyuki Murai	Executive Officer	Group Management
Mitsuyoshi Matsumoto	Executive Officer	People & Human Capital
Akihito Kato	Executive Officer	Technology Operations
Shuhei Yoshida	Executive Officer	IT Business
Shinichi Eirai	Executive Officer	General Manager, Business Transformation Division (Group Reinvention)
Yuichi Kamata	Executive Officer	General Manager, M&A Promotion Division (Group Reinvention)
Akio Takeya	Executive Officer	General Manager, Corporate Management Division (Finance & Capital)
Noriyuki Sasano	Executive Officer	General Manager, Legal & Risk Management Division (Risk & Governance)

Note: Parentheses indicate the Management Domain to which the relevant division belongs.

4. Comment from the Representative Director

■ Asako Hayata, President and Representative Director, COO, Open Up Group Inc.

People are the source of the Open Up Group's strength. We have always believed in the potential of each individual, supported their development, and worked alongside them to create value at customer worksites. That foundation will not change.

What will change is how we unlock that potential. As AI and technology reshape the nature of work, we will connect the talent, expertise, and customer bases we have built across business and industry boundaries and translate them into new values. We are evolving our management structure to make this possible.

As industries and the nature of work undergo profound change, we believe the Open Up Group has a role to play in building a society in which every individual can gain new skills and opportunities and realize their full potential. By enabling people to grow, we can strengthen customer worksites and help industries advance. The value created through these efforts will, in turn, open up new opportunities for individuals. The Group will move forward as one to create this virtuous cycle.

【Media Inquiries】

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