

The following statement is an English-language translation of the original Japanese-language document provided for your convenience. In the event there is any discrepancy between the Japanese and English versions, the Japanese version is presumed to be correct.

February 10, 2026

To whom it may concern:

Company name: JGC HOLDINGS CORPORATION
Representative: Masayuki Sato
Representative Director, Chairman, President
& CEO
(Code number: 1963, Stock Exchange: Tokyo)
Contact: Akihiro Yamagami
Manager, Corporate Communication Group
Strategic Planning Unit
Strategy Planning Office
(TEL: 81-45-682-8026)

Changes in Directors, Auditors and Executive Officers
of the Company and Its Consolidated Subsidiaries

JGC HOLDINGS CORPORATION ("company") hereby announces the following changes in director, auditors and executive officers of the Company, with the decision made at the meeting of the Board of Directors held today (February 10, 2026) after deliberation by the Nominating Committee.

We also announce the change in directors, auditors and executive officers of our consolidated subsidiaries, as follows.

<JGC HOLDINGS CORPORATION>

I. Changes in Director (Effective June 26, 2026)

1) New assignment

New Title	Name	Current Title
Outside Director	Toshihiro Sano	— (Former Chairman and Representative Director of JERA Co., Inc.)

II Changes in Audit and Supervisory Board Members (Effective June 26, 2026)

1) New assignment

New Title	Name	Current Title
Audit and Supervisory Board Member	Hiroyuki Miyoshi	Senior Fellow, JGC CORPORATION

2) Retirement

Current Title	Name	Title After Retirement
Audit and Supervisory Board Member	Kazuyoshi Muto	—

III. Changes in Executive Officers

1) New assignment

New Title	Name	Current Title
Executive Officer	Tomoyuki Igarashi	Associate Executive Officer
Executive Officer	Hisanori Kato	Associate Executive Officer

2) Retirement (Effective March 31, 2026)

Current Title	Name	Title After Retirement
Executive Officer	Takeshi Kawasaki	Senior Advisor
Executive Officer, General Counsel	Satoshi Kurata	Senior Advisor

<JGC CORPORATION>

I. Changes in Corporate Auditors (The appointment of corporate auditors is scheduled to be effective mid-June 2026, following its general shareholders' meeting.)

1) New assignment

New Title	Name	Current Title
Corporate Auditor	Hiroyuki Miyoshi	Senior Fellow

2) Retirement

Current Title	Name	Title After Retirement
Corporate Auditor	Kazuyoshi Muto	—

II. Changes in Executive Officers

1) Promotion (Effective April 1, 2026)

New Title	Name	Current Title
Executive Vice President	Masaru Saito	Senior Executive Officer
Senior Executive Officer	Kenji Ito	Executive Officer

2) New assignment (Effective April 1, 2026)

New Title	Name	Current Title
Executive Officer	Koji Takanami	Associate Executive Officer
Executive Officer	Naoko Okamoto	Associate Executive Officer

3) Retirement (Effective March 31, 2026)

Current Title	Name	Title After Retirement
Executive Officer	Sten Jacobsson	Senior Fellow
Executive Officer	Syuichi Ogawa*	Senior Fellow
Executive Officer	Akira Sugiyama	Senior Fellow

* The president, director of JGC PHILIPPINES, INC. will continue.

<JGC JAPAN CORPORATION>

I. Changes in Executive Officers

1) Promotion (Effective April 1, 2026)

New Title	Name	Current Title
Senior Executive Officer	Naomi Hashimoto	Executive Officer

2) New assignment (Effective on April 1, 2026)

New Title	Name	Current Title
Executive Officer	Nobuyoshi Tatezawa	Associate Executive Officer
Executive Officer	Masayuki Inoue	Associate Executive Officer

3) Retirement (Effective March 31, 2026)

Current Title	Name	Title After Retirement
Executive Officer	Hiroshi Korematsu	—
Executive Officer	Masahiko Fujihara	—
Executive Officer	Takashi Imamura	Senior Fellow

<JGC Corporate Solutions Co., Ltd.>

I. Changes in Directors (Appointment of director is scheduled to be effective mid-June 2026 following its general shareholders' meeting.)

1) New assignment

New Title	Name	Current Title
Member of the Board	Shinichi Taguchi	Executive Officer, JGC HOLDINGS CORPORATION※ Corporate Auditor, JGC JAPAN CORPORATION※

※ Both positions will continue beyond April 1, 2026

2) Retirement

Current Title	Name	Title After Retirement
Member of the Board	Satoshi Kurata	Senior Advisor, JGC HOLDINGS CORPORATION※

※ Scheduled to assume the position effective April 1, 2026

II. Changes in Executive Officers (Effective April 1, 2026)

1) Promotion

New Title	Name	Current Title
Member of the Board and Senior Executive Officer	Yutaka Yamashita	Member of the Board and Executive Officer

2) New assignment

New Title	Name	Current Title
Executive Officer	Koko Seshimo	Associate Executive Officer

<JGC Catalysts and Chemicals Ltd.>

I. Changes in Representative Directors (Appointment of representative directors is scheduled to be effective June 19, 2026 following its general shareholders' meeting.)

New Title	Name	Current Title
Representative Director, President	Hirokatsu Uchida	Corporate Auditor; Associate Executive Officer, JGC CORPORATION
Technical Senior Fellow	Toshiharu Hirai	Representative Director, President

II. Changes in Director (Appointment of directors is scheduled to be effective June 19, 2026 following its general shareholders' meeting.)

1) New assignment

New Title	Name	Current Title
Director	Junichi Suzuki	Executive Vice President*

* Continuation beyond June 19, 2026

III. Changes in Corporate Auditors (Appointment of corporate auditors is scheduled to be effective June 19, 2026 following its general shareholders' meeting.)

1) New assignment

New Title	Name	Current Title
Corporate Auditor	Masatoshi Kuriyama	JGC HOLDINGS CORPORATION

2) Retirement

Current Title	Name	Title After Retirement
Corporate Auditor	Hirokatsu Uchida	Representative Director, President

IV. Changes in Executive Officers (Appointment of executive officers is scheduled to be effective June 19, 2026 following the meeting of the board of directors after the general shareholders' meeting)

1) Promotion

New Title	Name	Current Title
Senior Executive Officer	Tatsuya Norimatsu	Executive Officer

2) New assignment

New Title	Name	Current Title
Executive Officer	Akihiko Yahata	Associate Executive Officer

3) Retirement

Current Title	Name	Title After Retirement
Executive Officer	Hisao Sakoda	—

<Japan Fine Ceramics Co., Ltd.>

I. Changes in Directors (Appointment of director is scheduled to be effective mid-June 2026 following its general shareholders' meeting.)

1) New assignment

New Title	Name	Current Title
Director	Go Iritani	Associate Executive Officer; Representative Director, President of JFC Materials Co., Ltd.

2) Retirement

Current Title	Name	Title After Retirement
Director	Hajime Tanabe	Contract Employee

II. Changes in Corporate Auditors (Appointment of corporate auditors is scheduled to be effective mid-June 2026 following its general shareholders' meeting.)

1) New assignment

New Title	Name	Current Title
Corporate Auditor	Masaya Sakamoto	JGC HOLDINGS CORPORATION

2) Retirement

Current Title	Name	Title After Retirement
Corporate Auditor	Masatoshi Kuriyama	JGC HOLDINGS CORPORATION

<Attachment>

New Management Structure of JGC HOLDINGS CORPORATION and major subsidiaries

Attachment:

New Management Structure of JGC HOLDINGS CORPORATION and major subsidiaries

<JGC HOLDINGS CORPORATION> 【New Management Structure as of April 1, 2026】

I. Directors

Representative Director, Chairman, President & CEO	Masayuki Sato
Representative Director	Kiyotaka Terajima
Member of the Board	Masaki Ishikawa
	Shoji Yamada
Outside Director	Masayuki Matsushima
	Noriko Yao
	Shinjiro Mishima
	Miku Hirano
	Toshihiro Sano
	(Scheduled to take up position upon conclusion of the Annual General Meeting to be held on June 26.)

CEO : Chief Executive Officer

II. Audit & Supervisory Board Members

Audit & Supervisory Board Member	Kazuyoshi Muto (Scheduled to resign upon conclusion of Annual General Meeting to be held on June 26.)
	Akira Ninomiya
	Hiroyuki Miyoshi (Scheduled to take up position upon conclusion of the Annual General Meeting to be held on June 26.)
Audit & Supervisory Board Member (Outside Auditor)	Norio Takamatsu
	Kazuya Oki
	Norio Funayama

III. Executive Officers

Senior Executive Vice President & CFO	Kiyotaka Terajima
Executive Vice President & CPO	Tsutomu Akabane
Executive Vice President & CHRO	Takuya Hanada
Executive Vice President & TCO	Masahiro Aika
Senior Executive Officer	Masaki Ishikawa

Senior Executive Officer & CMO	Hiroyuki Morishima
Executive Officer & CTO	Yoshihiro Mizuguchi
Executive Officer & CIO	Akihito Sawaki
Executive Officer & CDO	Keiji Tanigawa
Executive Officer	Shinya Miyake
Executive Officer	Shinichi Taguchi
Executive Officer & TO	Tomohide Muraoka
Executive Officer	Hisanori Kato
Executive Officer	Tomoyuki Igarashi

CFO : Chief Financial Officer

CPO : Chief Project Officer

CHRO : Chief Human Resource Officer

TCO : Technology Commercialization Officer

CMO : Chief Manufacturing Officer

CTO : Chief Technology Officer

CIO : Chief Information Officer

CDO : Chief Digital Officer

TO : Technology Officer

<JGC CORPORATION> 【New Management Structure as of April 1, 2026】

I. Directors

Representative Director	Shoji Yamada
	Koji Sakurai
Member of the Board	Takuya Hanada
	Masaki Ishikawa

II. Corporate Auditors

Corporate Auditor	Kazuyoshi Muto (Scheduled to resign upon conclusion of Annual General Meeting to be held on mid-June.)
	Shinichi Taguchi
	Hiroyuki Miyoshi (Scheduled to take up position upon conclusion of the Annual General Meeting to be held on mid-June.)

III. Executive Officers

President	Shoji Yamada
Senior Executive Vice President	Koji Sakurai
	Satoshi Sato
Executive Vice President	Masaru Saito

Senior Executive Officer	Keiji Nohira
	Takahiro Shimoota
	Hiroshi Komiya
	Katsuki Yamamoto
	Nobuyoshi Mizutani
	Kenji Ito
Executive Officer	Moriyuki Aida
	Takeshi Hashizume
	Toshiyuki Karasawa
	Yoshihiro Uchiyama
	Yasuharu Kimura
	Clyde Kaelin
	Hisayasu Kaji
	Yoshiaki Shigeno
	Tadaaki Miyata
	Shinichi Takano
	Takashi Shimatani
	Koji Takanami
	Naoko Okamoto

<JGC JAPAN CORPORATION> 【New Management Structure as of April 1, 2026】

I. Directors

Representative Director	Yasuharu Yamaguchi
Member of the Board	Toru Amemiya
	Tomoyuki Igarashi

II. Corporate Auditors

Corporate Auditor	Akira Ninomiya
	Tsunehisa Koshimura

III. Executive Officers

President	Yasuharu Yamaguchi
Executive Vice President	Toru Amemiya

Senior Executive Officer	Masanori Asakura
	Kenichiro Ogawa
	Naomi Hashimoto
Executive Officer	Masaya Ishikawa
	Koji Matsuura
	Hiroshi Shiozaki
	Yoichi Katsuoka
	Naoki Yamase
	Nobuyoshi Tatezawa
	Masayuki Inoue

<JGC Corporate Solutions Co., Ltd.>

【New Management Structure after the general shareholders' meeting to be held on June 18】

I. Directors

Representative Director, President	Kiyotaka Terajima
Member of the Board	Yutaka Yamashita
	Akihito Sawaki
	Takuya Hanada
	Satoshi Kurata (Scheduled to resign upon conclusion of Annual General Meeting to be held on mid-June.)
	Shinichi Taguchi (Scheduled to take up position upon conclusion of the Annual General Meeting to be held on mid-June.)

II. Corporate Auditor

Corporate Auditor	Masatoshi Kuriyama
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III. Executive Officers

Senior Executive Officer	Yutaka Yamashita
	Akihito Sawaki
Executive Officer	Koko Seshimo

<JGC Catalysts and Chemicals Ltd.>

【New Management Structure after the general shareholders' meeting to be held in mid-June】

I. Directors

Representative Director	Hirokatsu Uchida
Director	Junichi Suzuki
	Yoshiaki Higashihara
	Hiroyuki Morishima
	Masaki Ishikawa

II. Auditors

Auditor	Kohei Takamizuma
	Masatoshi Kuriyama

III. Executive Officers

President	Hirokatsu Uchida
Executive Vice President	Junichi Suzuki
Senior Executive Officer	Ryo Muraguchi
	Tatsuya Norimatsu
Executive Officer	Yoshiaki Higashihara
	Takayuki Mogaki
	Mitsuru Nakai
	Yoichi Ishihara
	Akihiko Yahata

<Japan Fine Ceramics Co., Ltd.>

【New Management Structure after the general shareholders' meeting to be held in mid-June】

I. Directors

Representative Director, President	Hiroshi Tanaka
Executive Vice President	Kazuhiro Saka
Director	Go Iritani
	Hiroyuki Morishima

II. Auditor

Auditor	Masaya Sakamoto
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