

February 17, 2026

Company name: Fuso Chemical Co., Ltd.
Name of representative: Shinichi Sugita,
Representative Director and President
(Securities code: 4368, Prime Market)
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Announcement of Organizational Changes, Personnel Changes and Nomination of a Candidate for Board Director

FUSO CHEMICAL CO., LTD. (the “Company”) hereby announces that, at the Board of Directors’ meeting held on February 17, 2026, the Company resolved to implement the following organizational and personnel changes. At the meeting, the Company also nominated a candidate for External Board Director. The election of Board Director will be subject to approval at the Company’s 69th Annual General Meeting of Shareholders to be held on June 23, 2026.

1. Organizational Changes (April 1, 2026)

(1) Abolition of International Department of Sales Development Division, Life Science Business Unit

By placing the overseas subsidiaries directly under Life Science Business Unit, the Company aims to integrate business strategies and overseas operations, thereby accelerating decision-making and strengthening governance.

(2) Establishment of Purchasing and Sales Administration Office under Sales Development Division, Life Science Business Unit

Sales Administration Section of Sales Development Department and Purchasing Section of Business Planning Department will be integrated to form Purchasing and Sales Administration Office to build a more cohesive supply chain.

(3) Abolition of Business Planning Office of Business Planning Department, Life Science Business Unit

Business Planning Office will be abolished and Business Planning Department will take charge of business analysis, sales promotion activities and digital transformation (DX) of the business unit.

(4) Establishment of Sales Administration Section under Business Promotion Department, Electronic Materials Division, Electronic Materials Business Unit

Order processing operations related to electronic materials, which is currently handled by Life Science Business Unit, will be transferred to the newly established Sales Administration Section, Business Promotion Department.

(5) Renaming IT Section of General Affairs Department to IT Management Office

By renaming the section, the company aims to clarify that the organization is responsible for planning, governance and promotion of company-wide IT strategy.

(6) Dissolution of Fuso Corporation Co., Ltd.

Fuso Corporation Co., Ltd., a wholly owned subsidiary of the Company, which transferred its entire business to the Company on June 1, 2024 will be dissolved and liquidated during fiscal year 2026. This will have no impact on the Company’s consolidated financial results.

2. Personnel Changes

(1) Changes in Board Director Positions

[1] Effective on April 1, 2026

Name	New Position	Current Position
Motoki SUGIMOTO	Board Director, General Manager of Electronic Materials Business Unit, Division Manager of Electronic Materials Division	Board Director, General Manager of Electronic Materials Business Unit

[2] Effective on June 23, 2026

Name	New Position	Current Position
Toshihide TOMINAGA	Board Director, Audit and Supervisory Committee Member [External][Part-time]	-

(2) Changes in Executive Officer Positions (Effective on April 1, 2026)

Name	New Position	Current Position
Yasuhiro YAMAKAWA	Executive Officer, President of Qingdao Fuso Refining & Processing Co., Ltd., President of Qingdao Fuso Trading Co.,Ltd., President of Fuso Chemical (Qingdao) Co.,Ltd.	Executive Officer, Division Manager of Electronic Materials Division, Electronic Materials Business Unit
Chikara NINOMIYA	Executive Officer, Division Manager of Sales Development Division, Life Science Business Unit	Executive Officer, Division Manager of Sales Development Division, Department Manager of Sales Development Department, Department Manager of International Department, Life Science Business Unit

(3) Changes in Department Manager Positions (Effective on April 1, 2026)

Name	New Position	Current Position
Hiroyuki TAKAHASHI	Department Manager of Sales Development Department, Sales Development Division, Life Science Business Unit	Manager of International Department, Sales Development Division, Life Science Business Unit Fuso Group China Representative, President of Qingdao Fuso Refining & Processing Co., Ltd., President of Qingdao Fuso Trading Co.,Ltd., President of Fuso Chemical (Qingdao) Co.,Ltd.
Shinya KATO	Department Manager of Product Development Department, Sales Development Division, Life Science Business Unit	Manager of Sales Development Department, Sales Development Division, Life Science Business Unit
Yoichi YAMANAKA	Department Manager of Purchasing and Sales Administration Office, Sales Development Division, Life Science Business Unit	Deputy Department Manager of Sales Development Department, Sales Development Division, Life Science Business Unit

3. Newly nominated candidate for External Board Director (Board Director Who is an Audit and Supervisory Committee Member) (to be elected on June 23, 2026)

Name (Date of birth)	Career Summary	Number of the Company's shares owned
Toshihide TOMINAGA (August 3, 1957)	Apr. 1980 Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Holdings Corporation) Jun. 2007 Panasonic Communications Co., Ltd. (currently Panasonic Connect, Co., Ltd.) Representative Director (CFO) Jan. 2014 Panasonic Precision Devices, Co., Ltd. (currently Panasonic Holdings Corporation) President Aug. 2015 Panasonic Automotive & Industrial Systems Europe GmbH (currently Panasonic Industry Europe GmbH) Vice President Jun. 2016 Panasonic Industrial Device SUNX Co., Ltd. (currently Panasonic Industry Co., Ltd.) President Jun. 2019 Panasonic Corporation (currently Panasonic Holdings Corporation) Senior Audit and Supervisory Board Member Mar. 2024 Taiko Pharmaceutical Co., Ltd. Director, Chairman of Supervisory Committee (External) [current]	- shares
<p>[Reasons for nomination as candidate for Board Director and expected roles]</p> <p>Toshihide Tominaga has devoted his efforts to the practice of global management and structural reform, and subsequently played an important role as an Audit & Supervisory Board Member at the Panasonic Group. His extensive knowledge and experience in business operations are grounded in an emphasis on manufacturing sites. The Company judges that he is capable of appropriately fulfilling duties as a Board Director Who is an Audit and Supervisory Committee Member, and therefore nominated him as candidate for External Board Director.</p> <p>He satisfies the requirements for an independent officer as provided for by Tokyo Stock Exchange, Inc., and the criteria for determining independence set forth by the Company. If he is elected, the Company plans to submit notification of his status as an independent officer.</p>		