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 9, 2024

To whom it may concern:

Company name: JGC HOLDINGS CORPORATION

Representative: Masayuki Sato

Chairman, Representative Director and 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)

<u>Changes in Directors, Auditors and Executive Officers of the Company</u> <u>and Its Consolidated Subsidiaries</u>

JGC HOLDINGS CORPORATION ("the company") hereby announces the following changes in director and executive officers of the Company, with the decision at the meeting of the Board of Directors held today (February 9, 2024).

The appointment of director is scheduled to be effective as of June 27, 2024, following the general shareholders' meeting.

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

<JGC HOLDINGS CORPORATION>

I. Changes in Directors (Effective on June 27, 2024)

1) New assignment

New Title	Name	Current Title
Member of the Board and	Masaki	Senior Executive Officer
Senior Executive Officer	Ishikawa	
Outside Director	Shinjiro	Representative Director, Planning and
	Mishima	Design Center for Greener Ships
Outside Director	Miku	Co-CEO, Cinnamon Al
	Hirano	

II. Changes in Auditors (Effective on June 27, 2024)

1) New assignment

New Title	Name	Current Title
Audit and Supervisory Board	Akira	Senior Advisor;
Member	Ninomiya	Corporate Auditor, JGC JAPAN
		CORPORATION
Audit and Supervisory Board	Norio	Director (Outside Director), MEDIUS
Member (Outside Auditor)	Funayama	HOLDINGS Co., Ltd.

2) Retirement

Current Title	Name	Title After Retirement
Audit and Supervisory Board	Yasumasa	_
Member	Isetani	
Audit and Supervisory Board	Koichi	_
Member (Outside Auditor)	Ohno	

II. Changes in Executive Officers

1) Promotion (Effective on April 1, 2024)

New Title	Name	Current Title
Executive Vice President &	Masahiro	Senior Executive Officer & TCO
TCO	Aika	

TCO: Technology Commercialization Officer

2) New assignment (Effective on April 1, 2023)

New Title	Name	Current Title
Executive Officer	Shinichi	Associate Executive Officer;
	Taguchi	Corporate Auditor, JGC JAPAN
		CORPORATION

<JGC CORPORATION>

 Changes in Directors (The appointment of director is scheduled to be effective on mid of June 2024, following its general shareholders' meeting)

1) New assignment

New Title	Name	Current Title
Member of the Board	Masaki	Senior Executive Officer, JGC HOLDINGS
	Ishikawa	CORPORATION

2) Retirement

Current Title	Name	Title After Retirement
Member of the Board	Shoji	Representative Director and President,
	Yamada	JGC JAPAN CORPORATION;
		Member of the Board, JGC HOLDINGS
		CORPORATION

II. Changes in Executive Officers

1) Promotion (Effective on April 1, 2024)

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New Title	Name	Current Title
Senior Executive Officer	Keiji	Executive Officer
	Nohira	
Senior Executive Officer	Takahiro	Executive Officer
	Shimoota	
Senior Executive Officer	Hiroshi	Executive Officer
	Komiyama	

2) New assignment (Effective on April 1, 2024)

New Title	Name	Current Title
Executive Officer	Clyde	President, Director, PT. JGC INDONESIA
	Kaelin	

3) Retirement (Effective on March 31, 2024)

Current Title	Name	Title After Retirement
Senior Executive Vice	Tsutomu	Strategic Projects Executive
President	Akabane	
Executive Officer	Takehiko	Senior Advisor
	Hirose	

<JGC JAPAN CORPORATION>

 New Assignment of Representative Director (The appointment of representative director is scheduled to be effective on mid of June, 2024, following the meeting of the board of directors after its general shareholders' meeting)

New Title	Name	Current Title
Representative Director and	Yasuharu	Member of the Board and Senior Executive
Senior Executive Vice	Yamaguchi	Vice President
President		

- II. Changes in Executive Officer
- 1) Retirement (Effective on March 31, 2024)

Current Title	Name	Title After Retirement
Executive Officer	Itaru	Senior Fellow
	Kimura	

<JGC Catalysts and Chemicals Ltd.>

 Changes in Directors (The retirement of director is scheduled to be effective on mid of June 2024, following its general shareholders' meeting)

1) Retirement

Current Title	Name	Title After Retirement
Director and Executive Officer	Hiroaki	_
	Kawagoe	
Director and Executive Officer	Yoshiaki	Executive Officer
	Higashihara	
Director and Executive Officer	Tatsuya	Executive Officer
	Norimatsu	

II. Changes in Executive Officers (The appointment of executive officer is scheduled to be effective on mid of June, 2024, following the meeting of the board of directors after its general shareholders' meeting)

1) New assignment

New Title	Name	Current Title
Executive Officer	Junichi	General Manager
	Suzuki	

<Japan Fine Ceramics Co., Ltd.>

 Changes in Directors (The appointment of director is scheduled to be effective on mid of June, 2024, following its general shareholders' meeting)

1) New assignment

New Title	Name	Current Title
Director	Hiroyuki	Executive Officer & CMO, JGC HOLDINGS
	Morishima	CORPORATION

CMO: Chief Manufacturing Officer

2) Retirement

Current Title	Name	Tittle After Retirement
Director	Keizou	Advisor
	Hosoya	

<Attachment>

The New Management Structure of JGC HOLDINGS CORPORATION and major subsidiaries

Attachment:

The New Management Structure of JGC HOLDINGS CORPORATION and major subsidiaries

<JGC HOLDINGS CORPORATION>

[The New Management Structure after the general shareholders' meeting on June 27, 2024] **The title as Executive Officers is scheduled to be effective on April 1, 2024.

I. Directors

Representative Director,	Masayuki Sato
Chairman & CEO	
Representative Director,	Tadashi Ishizuka
President & COO	
	Kiyotaka Terajima
Member of the Board	Masaki Ishikawa
	Shoji Yamada
	Shigeru Endo
	Masayuki Matsushima
Outside Director	Noriko Yao
	Shinjiro Mishima
	Miku Hirano

CEO : Chief Executive Officer COO : Chief Operating Officer

II. Audit & Supervisory Board Members

Audit & Supervisory Board Member	Kazuyoshi Muto
	Akira Ninomiya
Audit & Supervisory Board Member (Outside Auditor)	Norio Takamatsu
	Kazuya Oki
	Norio Funayama

III. Executive Officers

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

Executive Officer	Takeshi Kawasaki
Executive Officer	Toshiyuki Karasawa
Executive Officer & CTO	Yoshihiro Mizuguchi
Executive Officer & CIO	Akihito Sawaki
Executive Officer & CDO	Keiji Tanigawa
Executive Officer & General	Satoshi Kurata
Counsel	
Executive Officer & CMO	Hiroyuki Morishima
Executive Officer	Shinya Miyake
Executive Officer	Shinichi Taguchi

CFO: Chief Financial Officer CHRO: Chief Human Resource Officer

TCO: Technology Commercialization Officer CTO: Chief Technology Officer

CIO : Chief Information Officer CDO : Chief Digital Officer

CMO: Chief Manufacturing Officer

<JGC CORPORATION>

[The New Management Structure after the general shareholders' meeting held on mid of June, 2024]

XThe title as Executive Officers is scheduled to be effective on April 1, 2024.

I. Directors

Representative Director	Farhan Mujib
Member of the Board	Takuya Hanada
	Masaki Ishikawa

II. Corporate Auditors

Corporate Auditor	Kazuyoshi Muto
Corporate Additor	Aya Yamazaki

III. Executive Officers

President	Farhan Mujib
Senior Executive Vice President	Satoshi Sato
	Terumitsu Hayashi
	Akira Kondo

Senior Executive Officer	Koji Sakurai
	Keiji Nohira
	Takahiro Shimoota
	Hiroshi Komiyama
	Katsuki Yamamoto
	Moriyuki Aida
	Fumio Sakamoto
	Sten Jacobsson
	Syuichi Ogawa
	Takeshi Hashizume
Executive Officer	Kenji Ito
	Nobuyoshi Mizutani
	Akira Sugiyama
	Yoshihiro Uchiyama
	Yasuharu Kimura
	Masaru Saito
	Clyde Kaelin

<JGC JAPAN CORPORATION>

[The New Management Structure after the general shareholders' meeting held on mid of June, 2024]

XThe title as Executive Officers is scheduled to be effective on April 1, 2024.

I. Directors

Representative Director	Shoji Yamada
	Yasuharu Yamaguchi
Member of the Board	Tadashi Ishizuka

II. Corporate Auditors

Corporate Auditor	Shinichi Taguchi
	Akira Ninomiya

III. Executive Officers

President	Shoji Yamada
Senior Executive Vice President	Yasuharu Yamaguchi
Senior Executive Officer	Toru Amemiya
	Hiroshi Korematsu
Executive Officer	Masahiko Fujihara
	Takashi Imamura
	Masaya Ishikawa
	Masanori Asakura
	Koji Matsuura
	Kenichiro Ogawa
	Hiroshi Shiozaki

<JGC Corporate Solutions Co., Ltd.> (No change)

I. Directors

Representative Director	Kiyotaka Terajima
Member of the Board	Akihito Sawaki
	Takuya Hanada
	Satoshi Kurata

II. Corporate Auditor

Corporate Auditor	Masatoshi Kuriyama
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III. Executive Officers

Senior Executive Officer	Akihito Sawaki
Executive Officer	Yutaka Yamashita

<JGC Catalysts and Chemicals Ltd.>

[The New Management Structure after the general shareholders' meeting held on mid of June, 2024]

I. Directors

Representative Director	Toshiharu Hirai
Director	Hitoshi Sato
	Hiroyuki Morishima

II. Auditors

Auditor	Kohei Takamizuma
Auditor	Hirokatsu Uchida

III. Executive Officers

President	Toshiharu Hirai
Executive Vice President	Hitoshi Sato
Executive Officer	Yoshiaki Higashihara
	Tatsuya Norimatsu
	Hisao Sakoda
	Takayuki Mogaki
	Mitsuru Nakai
	Yoichi Ishihara
	Ryo Muraguchi
	Junichi Suzuki

<Japan Fine Ceramics Co., Ltd.>

[The New Management Structure after the general shareholders' meeting held on mid of June, 2024]

I. Directors

Representative Director, President	Hiroshi Tanaka
Executive Vice President	Kazuhiro Saka
Director	Gen Tanabe
	Hiroyuki Morishima

II. Auditor

Auditor	Masatoshi Kuriyama
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