



December 23, 2025

News Release
(translation)

Company name: Fukoku Co., Ltd.
Representative: Ikuo Oshiro, President & CEO
Securities code: 5185, TSE Prime
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Notice of Organizational Changes, Changes in Duties of Directors and Corporate Officers, and Personnel Changes

Fukoku Co., Ltd. (the “Company”) hereby announces that it has resolved to organizational changes, changes in duties of directors and Corporate Officers, and personnel changes at a Board of Directors meeting held on December 23, 2025.

1. Organizational Changes and reasons (effective April 1, 2026)

(1) Merge the Planning Headquarters and the Administration Headquarters to establish a new Corporate Headquarters and rename the Management Strategy Office the Corporate Planning Department.

<Reasons>

- Strengthen corporate functions to support sustainable growth and enhance corporate value by integrating planning and administration
- Deepen horizontal collaboration among departments, and improve company-wide planning, formulation, execution, follow-up and control functions
- Clarify mission of Corporate Headquarters to plan and execute management-related activities.

2. Changes in duties of Directors and Corporate Officers (effective as of April 1, 2026)

| New Position | Name | Current Position |
|--|--------------------|--|
| Director & Corporate Officer, CFO; Head of Corporate Headquarters In charge of Purchasing department | Yoshisuke Matsuoka | Director & Corporate Officer, CFO; Head of Corporate Planning Headquarters (concurrent) Head of Administration Headquarters; In charge of Purchasing department |
| Corporate Officer; Deputy Head of Corporate Headquarters (concurrent) Head of Corporate Planning Department; In charge of Domestic Group Companies | Norio Nakatsugawa | Corporate Officer; Deputy Head of Planning Headquarters (concurrent) Head of Management Strategy Office (concurrent) Head of Finance Department; In charge of Domestic Group Companies |

3. General managerial-level personnel changes

(effective January 1, 2026)

| New Position | Name | Current Position |
|--|----------------|--|
| President & Representative Director, Fukoku Mexicana S.A DE C.V. | Jugo Shinobe | Head of Safety & Quality Headquarters |
| Head of Safety & Quality Headquarters (concurrent) Head of Safety & Quality Department | Tadashi Kaneko | Head of Quality Assurance Department, Safety & Quality Headquarters |

(effective February 1, 2026)

| New Position | Name | Current Position |
|--|----------------|--|
| President & Representative Director, Thai Fukoku CO., LTD. (concurrent) President & Representative Director, Thai Fukoku Panapplus Foundry CO., LTD. | Daisuke Manaka | Plant Manager, Fukoku India Private Limited, Kolhapur Plant |

(effective April 1, 2026)

| New Position | Name | Current Position |
|--|-------------------|---|
| Head of Central Research Laboratory, Technical Development Headquarters | Shuichi Ohtsubo | Head of Wiper Unit, Functional Parts Business Division |
| Head of Safety & Environment Headquarters (concurrent) Head, Safety & Environment Department | Tadashi Kaneko | Head of Safety & Quality Headquarters (concurrent) Head, Safety & Quality Department |
| Deputy Head of Functional Parts Business Division (concurrent) Wiper Unit Head | Takashi Shiono | Plant Manager of Gunma No.2 Plant, Functional Parts Business Division |
| Head of Seal Unit, Functional Parts Business Division | Yuuki Hirokawa | Plant Manager of Ageo Plant, Functional Parts Business Division (concurrent) Seal Unit Head |
| Head of Finance Department, Corporate Headquarters (concurrent) Finance Section Manager | Takeshi Yamaguchi | Deputy Head of Finance Department, Planning Headquarters (concurrent) Finance Section Manager |
| Head of Quality Assurance Department, Safety & Quality Headquarters | Nobuo Saito | Head of Quality Assurance Department, Thai Fukoku |
| Head of Production Technology Department | Akio Kato | Section Manager of Production Technology Development, Production Technology Department |
| Plant Manager of Ageo Plant, Functional Parts Business Division | Kenichi Iwase | Functional Parts Business Division |
| Plant Manager of Gunma No.2 Plant, Functional Parts Business Division | Naohiro Tamura | Plant Manager of Fukoku Vietnam CO., LTD. |
| Plant Manager of Aichi Plant, Functional Parts Business Division | Hideki Kamiya | Plant Manager of Siam Fukoku CO., LTD., Korat No.1 Plant |

*Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail. (end)