

February 20, 2026

Company name: **F.C.C. CO., LTD.**
Listing: Tokyo Stock Exchange
Securities code: 7296
Representative: Yoshitaka Saito, President and Representative Director
Contact: Mikinobu Nagasaka, Senior Operating Officer, Head of Management and Administration
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Notice Concerning Changes to Nominees for Director and Executive Officers

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F.C.C.CO.,LTD. (hereinafter the “Company”) hereby announces that at the meeting of the Board of Directors held on February 20, 2026, the Company resolved the candidates for directors to be submitted to the 96th Annual General Meeting of Shareholders scheduled to be held in late June of this year (excluding directors who are Audit and Supervisory Committee members), the selection of candidates for directors who are Audit and Supervisory Committee members, and changes in executive officers, as described below.

Details

1. Candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members)

(To be proposed at the 96th Ordinary General Meeting of Shareholders scheduled for late June 2026)

Name	New position	Current position
Yoshitaka Saito (For reelection)	Representative Director, President and Operating Officer	President and Representative Director
Toshinari Mohara (New candidate)	Director, Managing Officer	Managing Officer
Yoshifumi Fuchigami (New candidate)	Director, Managing Officer	Managing Officer
Mikinobu Nagasaka (New candidate)	Director, Senior Operating Officer	Senior Operating Officer
Kunihiro Koshizuka (For reelection)	Outside Director	Same as left
Kazunori Kobayashi (For reelection)	Outside Director	Same as left

(Note) Kunihiro Koshizuka and Kazunori Kobayashi each satisfies the requirements for an independent officer as provided by Tokyo Stock Exchange, Inc., and the Company plans to notify the Exchange of their appointments as independent directors.

2. Candidates for Directors who are Audit and Supervisory Committee Members

(To be proposed at the 96th Ordinary General Meeting of Shareholders scheduled for late June 2026)

Name	New position	Current position
Akira Tsuboi (For reelection)	Director (Audit and Supervisory Committee Member)	Same as left
Mayumi Yamamoto (For reelection)	Outside Director (Audit and Supervisory Committee Member)	Same as left
Tae Kawashima (For reelection)	Outside Director (Audit and Supervisory Committee Member)	Same as left
Kazutoshi Shibayama (New candidate)	Outside Director (Audit and Supervisory Committee Member)	—

(Note) Mayumi Yamamoto, Tae Kawashima and Kazutoshi Shibayama each satisfies the requirements for an independent director as provided for by Tokyo Stock Exchange, Inc., and the Company plans to notify the Exchange of their appointments as independent directors.

3. Directors scheduled for retirement

(Scheduled to retire upon the conclusion of the 96th Ordinary General Meeting of Shareholders scheduled for late June 2026)

Name	Current position
Kazuto Suzuki	Senior Managing Director
Atsuhiko Mukoyama	Managing Director
Satoshi Nakaya	Managing Director
Kazumoto Sugiyama	Outside Director (Audit and Supervisory Committee Member)

(Note) Atsuhiko Mukoyama and Satoshi Nakaya are scheduled to assume the position of Senior Advisor effective late June.

4. Changes in Operating Officers

(1) Operating Officer scheduled for promotion (effective late June 2026)

Name	New position	Current position
Yuji Matsude	Senior Operating Officer	Operating Officer

(2) New Operating Officers (effective late June 2026)

Name	New position	Current position
Yasuo Sakai	Operating Officer	General Manager of General Affairs Department
Ryosuke Okochi	Operating Officer	Director and President of FCC (THAILAND) CO., LTD.
Tomonari Nakamura	Operating Officer	Director and President of FCC (Adams), LLC
Yoichi Yamashita	Operating Officer	Branch Manager of FCC (North America), Inc. Detroit Office

Above

<Reference>

(1) Career summary of new candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members)

Name	Career summary	
Toshinari Mohara	Apr. 1985 Apr. 2017 Apr. 2019 June 2020 June 2021 June 2022 June 2023 June 2025	Joined Honda R&D Co., Ltd. President of Honda R&D (India) Private Limited Joined the Company Operating Officer, Head of Research and Development of Motorcycle Director, Head of Research and Development and Head of R&D Center Managing Officer, Head of Research and Development and Head of R&D Center Managing Officer, Head of Research and Development, Head of Fundamental Research and Electronic Motorcycle Development and Head of R&D Center Managing Officer, Head of Motorcycle CASE Commercialization and Head of business operation in India and ASEAN (Motorcycle CASE Commercialization) Managing Officer, Head of Motorcycle CASE Commercialization, Head of Brand Strategy and Head of business operation in India and ASEAN (Motorcycle CASE Commercialization)
Yoshifumi Fuchigami	Apr. 1985 Dec. 2000 Nov. 2008 Apr. 2014 June 2016 Apr. 2019 June 2022 June 2023 June 2024	Joined KYUSHU F.C.C. CO., LTD. FCC (North Carolina), LLC President of CHENGDU YONGHUA. F.C.C. CLUTCHES CO., LTD. Transferred to the Company President of KYUSHU F.C.C. CO., LTD. President of FCC (THAILAND) CO., LTD. Operating Officer, General Manager of Sales Department Senior Operating Officer, Head of Sales Managing Officer, Head of Sales Managing Officer, Head of Sales and Head of Purchasing
Mikinobu Nagasaka	Apr. 1989 May 2011 Apr. 2013 June 2024	Joined the Company General Manager of Accounting Department Operating Officer, General Manager of Accounting Department Senior Operating Officer, Head of Management and Administration

(2) Career summary of new candidate for Director who is an Audit and Supervisory Committee Member

Name	Career summary	
Kazutoshi Shibayama	Oct. 1997 Apr. 2001 July 2003 May 2007 June 2007	Joined Tokyo Office of Showa Ota & Co. (currently Ernst & Young ShinNihon LLC) Registered as Certified Public Accountant Transferred to Hamamatsu Office of Shin Nihon & Co. Retired from Shin Nihon & Co. Established Kazutoshi Shibayama Certified Public Accountant Office Established Kazutoshi Shibayama Tax Accountant Office

<Reference> New management structure (effective late June 2026)

Name	Title	Responsibilities
Yoshitaka Saito	Representative Director, President and Operating Officer	Head of Business Strategies/Digitalization Promotion
Toshinari Mohara	Director, Managing Officer	Head of business operation of motorcycles business, Head of Development, Head of Brand Strategy, Head of business operation in India
Yoshifumi Fuchigami	Director, Managing Officer	Head of Sales (Primary), Head of Purchasing, Head of New Business Development (Secondary), Head of business operation in Japan, Head of business operation in Africa
Mikinobu Nagasaka	Director, Senior Operating Officer	Risk Management Officer, Chief Information Officer, Head of Management and Administration (Corporate Planning/Finance, Sustainability Promotion), Head of Environment and Safety
Kunihiro Koshizuka	Director	(Outside Director)
Kazunori Kobayashi	Director	(Outside Director)
Akira Tsuboi	Director, Audit and Supervisory Committee Member (full time)	
Mayumi Yamamoto	Director, Audit and Supervisory Committee Member	(Outside Director)
Tae Kawashima	Director, Audit and Supervisory Committee Member	(Outside Director)
Kazutoshi Shibayama	Director, Audit and Supervisory Committee Member	(Outside Director)
Yuji Matsude	Senior Operating Officer	Head of business operation of automobiles business, Head of business operation in China
Hiroki Miyachi	Operating Officer	Head of New Business Development (Primary)
Shinsuke Kanbara	Operating Officer	Head of business operation in North America
Naoyuki Kamikura	Operating Officer	Head of Quality Control (Quality Assurance Representative), in charge of Racing
Yasuo Sakai	Operating Officer	Compliance Officer, Head of Personnel and General Affairs
Ryosuke Okochi	Operating Officer	Head of business operation in ASEAN
Tomonari Nakamura	Operating Officer	Head of Production Engineering, Head of Production of Motorcycle Components, Head of Production of Automobile Components
Yoichi Yamashita	Operating Officer	Head of Sales (Secondary)

<Reference> Current management structure (as of late June 2025)

Name	Title	Responsibilities
Yoshitaka Saito	President and Representative Director	Head of Digitalization Promotion
Kazuto Suzuki	Senior Managing Director	Assistance in overall business management, Head of Development, Risk Management Officer
Atsuhiko Mukoyama	Managing Director	Head of business operation of automobiles business
Satoshi Nakaya	Managing Director	Head of business operation of motorcycles business, Head of business operation in China, Head of business operation in India and ASEAN
Kunihiro Koshizuka	Director	(Outside Director)
Kazunori Kobayashi	Director	(Outside Director)
Akira Tsuboi	Director, Audit and Supervisory Committee Member (full time)	
Kazumoto Sugiyama	Director, Audit and Supervisory Committee Member	(Outside Director)
Mayumi Yamamoto	Director, Audit and Supervisory Committee Member	(Outside Director)
Tae Kawashima	Director, Audit and Supervisory Committee Member	(Outside Director)
Toshinari Mohara	Managing Officer	Head of Motorcycle CASE Commercialization, Head of Brand Strategy, Head of business operation in India and ASEAN (Motorcycle CASE Commercialization)
Yoshifumi Fuchigami	Managing Officer	Head of Sales, Head of Purchasing, Head of business operation in Japan
Mikinobu Nagasaka	Senior Operating Officer	Head of Management and Administration (Personnel and General Affairs, Accounting, Information Systems, Sustainability), Head of Environment and Safety, Compliance Officer, Chief Information Officer
Yuji Matsude	Operating Officer	Head of Production Engineering, Head of Production of Motorcycle Components, Head of Production of Automobile Components
Hiroki Miyachi	Operating Officer	Head of Business Strategies, Head of New Business Development
Shinsuke Kanbara	Operating Officer	Head of business operation in North America
Naoyuki Kamikura	Operating Officer	Head of Quality Control, Quality Assurance Representative, in charge of Racing

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