

**FORM 51-102F3
MATERIAL CHANGE REPORT**

1. Name and Address of Company

Bri-Chem Corp. (the "**Company**")
27075 Acheson Road
Acheson, Alberta, Canada T7X 6B1

2. Date of Material Change

November 10, 2025

3. News Release

A news release disclosing the nature and substance of the material change was disseminated via Newsfile and filed on SEDAR+.

4. Summary of Material Change

Bri-Chem Corp. announced today the appointment of Barry Huggins as Chief Executive Officer and President of the Company effective as at November 10, 2025.

5. Full Description of Material Change

Refer to Press Release attached hereto as Schedule A.

6. Reliance on subsection 7.1(2) or (3) of National Instrument 51-102

The Company is not relying on subsection 7.1(2) or (3) of National Instrument 51-102.

7. Omitted Information

No information has been omitted on the basis that it is confidential information.

8. Executive Officer

For further information, please contact Tony Pagnucco, CFO, at (780) 571-8587.

9. Date of Report

November 14, 2025

Schedule A

Bri-Chem Announces New CEO Leadership

Edmonton, Canada, November 14, 2025 – Bri-Chem Corp. (“Bri-Chem” or “Company”) (TSX: BRY), a leading North American oilfield chemical distribution and blending company, is very pleased to announce several updates regarding its new CEO leadership and governance initiatives.

Effective November 10, 2025, the Board of Directors appointed Mr. Barry Huggins as Chief Executive Officer and President of the Company and he will also continue to serve as Executive Chairman of the Board. In alignment with Bri-Chem's disciplined approach to governance and to driving shareholder value, Mr. Huggins has decided, with the Board's concurrence, to only receive a nominal salary of one dollar (\$1) per annum for his service as Chief Executive Officer and President, and he says “This adjustment to my remuneration to a nominal amount reaffirms our commitment and focus on the results of the business. It demonstrates my confidence in Bri-Chem's strategic direction and the value we intend to deliver to our shareholders.”

In conjunction with this CEO leadership change, the Company has also eliminated cash retainers for its Board of Directors. Going forward, directors will receive compensation exclusively through equity-based incentives, further reinforcing the Board's commitment to long-term shareholder value creation. “Mr. Huggins further states: “The Board and management team are totally united in strengthening Bri-Chem's operational execution, governance, and financial performance and this change reflects our shared belief that leadership and ownership must go hand-in-hand.”

About Bri-Chem

Bri-Chem has established itself, through a combination of strategic acquisitions and organic growth, as the North American industry leader for wholesale distribution and blending of oilfield drilling, completion, stimulation and production chemical fluids. We sell, blend, package and distribute a full range of drilling fluid products from 23 strategically located warehouses throughout Canada and the United States. Additional information about Bri-Chem is available at www.sedarplus.ca or at Bri-Chem's website at www.brichem.com.

To receive Bri-Chem news updates send your email to ir@brichem.com.

For further information, please contact:

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