October 30, 2026

Notice Regarding Organizational Changes, Changes in Responsibilities of Directors and Executive Officers, and Appointment of Executive Officers

Royal Holdings Co., Ltd. announces that, at the meeting of the Board of Directors held today, it resolved to implement organizational changes, change the responsibilities of directors and executive officers, and appoint executive officers, effective January 1, 2027, as outlined below.

1. Organizational Changes (Effective January 1, 2027)

The Company plans to implement the following organizational changes to strengthen our management structure.

(1) Strengthening the Integrated Operation of Corporate Functions

Establish a General Planning Department encompassing the Corporate Planning Department, Strategy Department, Legal Department, and Human Resources Planning Department.
Integrate the brand management and corporate communications functions into the Corporate Planning Department.

(2) Promoting the Use of AI

Reorganize the Systems and DX Promotion Department as the DX and AI Promotion Department.

(3) Further Strengthening Marketing Functions

Reorganize the Brand Marketing Department as the Marketing Department.
Disband the Public Relations Department and integrate its sales promotion support function into the Marketing Department.

2. Changes in Responsibilities of Directors and Executive Officers (Effective January 1, 2027)

The Company plans to make the following changes in responsibilities to strengthen our structure for advancing overseas business and the integrated operation of our sales and manufacturing divisions.

(1) Changes in Responsibilities of Directors

Name	New Position and Responsibilities	Current Position and Responsibilities
Atsuko Fujita	Director, Sustainability	Director, Sustainability and Royal Co., Ltd.

(2) Changes in Responsibilities of Executive Officers

Name	New Position and Responsibilities	Current Position and Responsibilities
Norihisa Sasaki	Senior Managing Executive Officer, Domestic Restaurant Business, Contract Food Service Business, and Royal Co., Ltd.	Senior Managing Executive Officer, Brand Marketing, Restaurant Business, Contract Food Service Business, and Directly Managed Overseas Business
Kenji Ohsaka	Managing Executive Officer, General Planning (Corporate Planning, Legal Affairs, Human Resources, and Public Relations) and Royal Management Co., Ltd.	Executive Officer, Corporate Planning, Human Resources, Public Relations, Systems, and Royal Management Co., Ltd.
Taizo Nishiyama	Executive Officer, Strategy and Directly Managed Overseas Business	Executive Officer, Strategy

3. Appointment of an Executive Officer (Effective January 1, 2027)

Name	New Position and Responsibilities	Current Position and Responsibilities
Hiroaki Ohsawa	Executive Officer, Systems, DX, and AI Promotion	-

Career Summary of the Newly Appointed Executive Officer

Name (Date of Birth)	Career Summary and Significant Concurrent Positions	
Hiroaki Ohsawa (January 31, 1967)	April 1989	Joined IBM Japan, Ltd.
	January 2016	General Manager, Business Promotion Department, Financial Industry Division 1, IBM Japan, Ltd.
	July 2017	General Manager and Client Partner Executive, Global Technology Services Department, IBM Japan, Ltd.
	September 2021	General Manager, Financial Industry Division 2, Kyndryl Japan GK
	January 2022	Joined Royal Holdings Co., Ltd. General Manager, Corporate Planning Department, Systems Planning Division, Royal Holdings Co., Ltd.
	January 2023	General Manager, Systems Department, Royal Management Co., Ltd.
	August 2025	General Manager, Systems and DX Promotion Department, Royal Holdings Co., Ltd., concurrently

		serving as General Manager, Systems Department, Royal Management Co., Ltd.
	January 2027	Executive Officer, Systems, DX, and AI Promotion, and General Manager, DX and AI Promotion Department, Royal Holdings Co., Ltd., concurrently serving as General Manager, Systems Department, Royal Management Co., Ltd.