

November 28, 2025

Notice Regarding Organizational Changes, Changes in Responsibilities of its Director and Executive Officers, and Appointment of Representative Director at Subsidiary

Royal Holdings Co., Ltd. announces that, at the meeting of the Board of Directors held today, the Company resolved to implement organizational changes, changes in the responsibilities of its Director and Executive Officers, and appointment of a Representative Director at its subsidiary, effective December 1, 2025 as outlined below.

1. Organizational changes (Effective December 1, 2025)

To strengthen the management structure, the Company plans to implement the following organizational changes.

■ New Departments

Overseas Business Development Department

- A new dedicated department to strengthen business site development capabilities and to expand franchise operations in overseas businesses.

Domestic Business Development Department

- A new dedicated department to strengthen business site development capabilities and to expand franchise operations in domestic businesses.

Brand Marketing Department

- A new department to promote branding and marketing in an integrated manner and to pursue further value creation.

■ Departments to be Abolished

Overseas Business Division

- Abolish due to the establishment of the Overseas Business Development Department.

Marketing Division

- Abolish due to the establishment of the Brand Marketing Department.

Sustainability Division

- The Royal Academy Office will be transferred to Royal Management Co., Ltd., and the division functions will be integrated into the Sustainability Promotion Department.

2. Changes in Responsibilities of Director (Effective December 1, 2025)

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

3. Changes in Duties Assigned to Executive Officers (Effective December 1, 2025)

Name	New Position and Assigned Duties	Current Position and Assigned Duties
Norihisa Sasaki	Senior Managing Executive Officer, Brand Marketing, Restaurant Business, Contract Food Service Business, and Overseas Directly Managed Business	Senior Managing Executive Officer, Marketing Division, Business Development, and Restaurant Business
Kenji Osaka	Executive Officer, Corporate Planning, Human Resources, Public Relations, Systems, and Royal Management Co., Ltd.	Executive Officer, Corporate Planning and Royal Management Co., Ltd.
Kohei Motoyama	Executive Officer, Hotel Business and Domestic Business Development President and Representative Director of RNT Hotels Co., Ltd.	Executive Officer, Hotel Business President and Representative Director of RNT Hotels Co., Ltd.
Taizo Nishiyama	Executive Officer, Strategy	Executive Officer, Strategy and Overseas Business

Note: Mr. Satoru Kushida will retire effective December 1, 2025.

4. Appointment of Representative Director at Subsidiary (Effective December 1, 2025)

Name	New Position and Assigned Duties	Current Position and Assigned Duties
Yoshitake Nakanishi	General Director, ROYAL SOJITZ VIETNAM COMPANY LIMITED	General Director, ROYAL SOJITZ VIETNAM COMPANY LIMITED
	Managing Director and CEO, Royal Food Services (Singapore) Pte. Ltd.	

Profile

Name (Date of Birth)	Profile	
Yoshitake Nakanishi (September 13, 1962)	April 1985 - December 1995	Joined Royal Co., Ltd. (currently Royal Holdings Co., Ltd.)
	March 2016	Joined Royal Host Co., Ltd. (currently Royal Food Services Co., Ltd.), appointed Special Assistant to the President
	April 2016	Royal Holdings Co., Ltd., appointed General Manager, New Business Development Office
	April 2017	Manager, Innovation Creation Department, Royal Holdings Co., Ltd.
	January 2019	Royal Airport Express Food Service Co., Ltd. (currently Royal Contract Service Co., Ltd.), appointed General Manager, Airport Sales Department
	January 2024	Royal Holdings Co., Ltd., appointed General Manager, Vietnam Opening Preparation Office, Overseas Business Division
	August 2024	Seconded to ROYAL SOJITZ VIETNAM COMPANY LIMITED, appointed General Director (present)