

February 16, 2026

Notice Regarding Changes in Representative Director, Appointment of Director Candidates, and Personnel Changes of Executive Officers and Representative Directors of Subsidiaries

Royal Holdings Co., Ltd. announces that, at the meeting of the Board of Directors held today, it resolved changes in the Representative Director, the nomination of candidates for Directors, and personnel changes of Executive Officers and Representative Directors of subsidiaries, as described below.

The candidates for Directors will be formally appointed subject to approval at the 77th Annual General Meeting of Shareholders scheduled to be held on March 26, 2026. The Representative Director and Directors with specific titles will be determined at the meeting of the Board of Directors to be held following the conclusion of the Annual General Meeting of Shareholders.

1. Change in Representative Director

(1) Name and Position of Representative Director to Retire

Name	New Position	Current Position
Tadao Kikuchi	Director and Chairperson	Representative Director and Chairperson

(2) Reason for Retirement and Scheduled Date of Retirement

Following approval at the 77th Annual General Meeting of Shareholders scheduled to be held on March 26, 2026, and the subsequent meeting of the Board of Directors, he is scheduled to assume the position of Chairman of the Board without representative authority.

2. Appointment of Director Candidates

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

Name	New Position	Current Position	Remarks
Tadao Kikuchi	Director and Chairperson	Representative Director and Chairperson	Reappointment (Retirement as Representative Director)
Masataka Abe	President and Representative Director	Same as above	Reappointment
Atsuko Fujita	Director, In Charge of Sustainability and Royal Co., Ltd.	Same as above	Reappointment
Ryutaro Hirai	Outside Director	Same as above	Reappointment
Hidenobu Saito	Outside Director	—	Newly Appointed

(2) Candidate for Director (Audit and Supervisory Committee Member)

Name	New Position	Current Position	Remarks
Tomoatsu Kimura	Director (Full-Time Audit & Supervisory Committee Member)	Same as above	Reappointment
Hitomi Nakayama	Outside Director (Audit & Supervisory Committee Member)	Same as above	Reappointment
Mayumi Umezawa	Outside Director (Audit & Supervisory Committee Member)	Same as above	Reappointment
Koichiro Sakamoto	Outside Director (Audit & Supervisory Committee Member)	Same as above	Reappointment

(3) Brief Biography of Newly Appointed Director Candidate

Name (Date of Birth)	Career Summary and Significant Concurrent Positions
Hidenobu Saito (April 24, 1972)	April 1996: Joined Nissho Iwai Corporation (currently Sojitz Corporation) October 2017: General Manager, Overseas Project Promotion Office, Sojitz Corporation April 2019: General Manager, Nuclear Power & Energy Department, Sojitz Corporation April 2020: General Manager, Energy Department, Sojitz Corporation April 2021: COO, Americas; and COO, Sojitz Corporation of America April 2025: Corporate Officer, Sojitz Corporation (current position) February 2026: Deputy Division Head, Retail & Consumer Services Division, Sojitz Corporation (current position) Scheduled to assume office on April 1, 2026 as: Executive Officer, General Manager, Retail & Consumer Services Division (Significant Concurrent Positions) Outside Director, JALUX Inc. (scheduled to assume office on April 1, 2026)

(4) Management Structure after the 77th Annual General Meeting of Shareholders (Planned)

Director and Chairperson	Tadao Kikuchi	(Reappointment)
President and Representative Director	Masataka Abe	(Reappointment)
Director	Atsuko Fujita	(Reappointment)
Outside Director	Ryutaro Hirai	(Reappointment)
Outside Director	Hidenobu Saito	(Newly Appointed)
Director (Full-Time Audit & Supervisory Committee Member)	Tomoatsu Kimura	(Reappointment)
Outside Director (Audit & Supervisory Committee Member)	Hitomi Nakayama	(Reappointment)
Outside Director (Audit & Supervisory Committee Member)	Mayumi Umezawa	(Reappointment)
Outside Director (Audit & Supervisory Committee Member)	Koichiro Sakamoto	(Reappointment)

Note: At the 77th Annual General Meeting of Shareholders scheduled to be held on March 26, 2026, Ms. Sari Miida will retire from her position as Outside Director upon expiration of her term of office.

Note: Ms. Hitomi Nakayama, Ms. Mayumi Umezawa, and Mr. Koichiro Sakamoto are candidates for Outside Director and are scheduled to be notified to the Tokyo Stock Exchange as independent officers in accordance with the regulations of the Exchange.

3. Personnel Changes of Executive Officers and Representative Directors of Subsidiaries

(1) Appointment of Executive Officers (Effective March 26, 2026)

Name	New Position and Assigned Duties	Current Position and Assigned Duties
Masanori Ariyoshi	Retirement	Executive Officer, In Charge of Quality Assurance Promotion and Internal Audits; General Manager, Internal Audit Department
Kenichiro Uehara	Executive Officer, In Charge of Risk Management Supervisory Office and Quality Assurance Promotion; General Manager, Risk Management Supervisory Office	Executive Officer, In Charge of Risk Management Supervisory Office; General Manager, Risk Management Supervisory Office
Kohei Motoyama	Executive Officer, In Charge of Hotel Business and Domestic Business Development	Executive Officer, In Charge of Hotel Business and Domestic Business Development, and President and Representative Director of RNT HOTELS Co., Ltd.

(2) Personnel Changes of Representative Directors of Subsidiaries

Name	New Position and Assigned Duties	Current Position and Assigned Duties
Kohei Yonemochi	President and Representative Director of RNT HOTELS Co., Ltd.	Vice President of RNT HOTELS Co., Ltd.
Hiroki Yoshida	Director of TABISUL Co., Ltd	Vice President and Representative Director of TABISUL Co., Ltd

Note: The effective date of Mr. Kohei Yonemochi's appointment is scheduled for March 26, 2026.

Note: The effective date of Mr. Hiroki Yoshida's appointment is scheduled for March 27, 2026.

(3) Career Summary of Newly Appointed Representative Director of a Subsidiary

Name (Date of Birth)	Career Summary and Significant Concurrent Positions
Kohei Yonemochi (April 5, 1972)	April 1996: Joined Royal Co., Ltd. (currently Royal Holdings Co., Ltd.) June 2006: Transferred to Royal Kyushu Co., Ltd. (currently Royal Food Service Co., Ltd.) January 2011: Transferred to Royal Host Co., Ltd. (currently Royal Food Service Co., Ltd.) following a merger November 2012: Transferred to RNT HOTELS Co., Ltd. January 2018: General Manager, Administration Department, RNT HOTELS Co., Ltd. April 2019: General Manager, Planning Department, RNT HOTELS Co., Ltd. April 2020: General Manager, Development Division, RNT HOTELS Co., Ltd. August 2022: General Manager, Sales Department, K&R Hotel Development Co., Ltd. April 2024: General Manager, Expo Project Office, Business Promotion Division, Royal Holdings Co., Ltd. November 2025: Vice President, RNT HOTELS Co., Ltd. (current position)

(4) Executive Officer and Representative Director Structure of Subsidiaries after the 77th Annual General Meeting of Shareholders (Planned)**(1) Executive Officers**

Name	New Position and Assigned Duties	Current Position and Assigned Duties
Norihisa Sasaki	Senior Managing Executive Officer, In Charge of Brand Marketing, Restaurant Business, Contract Food Service Business, and Overseas Directly Managed Business	Same as above
Kenichiro Uehara	Executive Officer, In Charge of Risk Management Supervisory Office and Quality Assurance Promotion; General Manager, Risk Management Supervisory Office	Executive Officer, In Charge of Risk Management Supervisory Office; General Manager, Risk Management Supervisory Office
Satoshi Fujioka	Executive Officer, In Charge of Financial Planning; General Manager, Financial Planning Department	Same as above
Kenji Ohsaka	Executive Officer, In Charge of Corporate Planning, Human Resources, Public Relations, Systems, and Royal Management Co., Ltd.	Same as above
Akitsugu Tominaga	Executive Officer, In Charge of TABISUL Co., Ltd, and President and Representative Director of TABISUL Co., Ltd	Same as above

Kohei Motoyama	Executive Officer, In Charge of Hotel Business and Domestic Business Development	Executive Officer, In Charge of Hotel Business and Domestic Business Development, and President and Representative Director of RNT HOTELS Co., Ltd.
Masanori Ariyoshi	Retirement	Executive Officer, In Charge of Quality Assurance Promotion and Internal Audits; Manager, Internal Audit Department
Taizo Nishiyama	Executive Officer, In Charge of Strategy	Same as above
Hirofumi Kono	Executive Officer, In Charge of Overseas Business Development	Same as above

(2) Representative Directors of Subsidiaries

Name	New Position and Assigned Duties	Current Position and Assigned Duties
Kunihiro Kawakatsu	President and Representative Director of Royal Food Service Co., Ltd.	Same as above
Takao Sasaki	President and Representative Director of Royal Contract Service Co., Ltd.	Same as above
Kohei Yonemochi	President and Representative Director of RNT HOTELS Co., Ltd.	Vice President of RNT HOTELS Co., Ltd.
Masahiro Shiroiwa	President and Representative Director of Royal Co., Ltd.	Same as above
Mika Katsumata	President and Representative Director of Royal Management Co., Ltd., and General Manager, Facilities Management Department	Same as above
Akitsugu Tominaga	Executive Officer, In Charge of TABISUL Co., Ltd, and President and Representative Director of TABISUL Co., Ltd	Same as above
Yoshitake Nakanishi	General Director of ROYAL SOJITZ VIETNAM COMPANY LIMITED, and Managing Director and CEO of Royal Food Services (Singapore) Pte. Ltd.	Same as above