

April 7, 2026

To Whom It May Concern

Company Name: FUJI Co., LTD.
 Name of Representative: Hiroshi Yamaguchi, Representative
 Director and President
 Securities Code: 8278 (TSE Prime Market)
 Contact: Yasuhiko Toyoda, Director, Senior
 Executive Officer in Charge of Planning
 and Development
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Notice Regarding Change of Representative Director and Election of Candidates for Director and Corporate Auditor

At a meeting held today, the FUJI Co., LTD. ("Company") Board of Directors approved a resolution to make the following changes to the Company's representative director, as well as to designate candidates for director and corporate auditor.

Formal elections and selections will take place at the Company's 59th Annual General Meeting of Shareholders, scheduled to be held on May 19, 2026, and finalized in a subsequent meeting of the Board of Directors.

1. Change of Representative Director

(1) Details of change

[New Position]	[Current Position]	[Name]
Representative Director and Vice President	Advisor	Masanobu Tsuji
Counselor	Representative Director and Chair	Hideo Ozaki

(2) Reasons for change

To further strengthen the Company's management structure

(3) Scheduled date of change

May 19, 2026 (upon the conclusion of the Company's 59th Annual General Meeting of Shareholders)

2. Election of Candidates for Director

(1) Candidates for director

[Position]		[Area of Responsibility]	[Name]
Representative Director and President	Reappointment		Hiroshi Yamaguchi
Representative Director and Vice President	New Appointment	Store operations (overall sales operations)	Masanobu Tsuji
Director	Reappointment	Senior Executive Officer in Charge of Planning and Development	Yasuhiko Toyoda
Director	New Appointment	Senior Executive Officer in Charge of Merchandising	Yasuyuki Senba
Director	New Appointment	Senior Executive Officer in Charge of Administration	Fumikazu Onishi
Director	Reappointment	—	Takemi Ide
Outside Director	Reappointment	—	Nui Yokoyama
Outside Director	Reappointment	—	Hiromi Watase
Outside Director	Reappointment	—	Michio Ishibashi

*Mr. Hideo Ozaki (chairman of the board), Mr. Kenichi Hirao (director), and Mr. Yosuke Toyota (director) are scheduled to retire from the Board of Directors upon the conclusion of the 59th Annual General Meeting of Shareholders, scheduled to be held on May 19, 2026.

*Mr. Masanobu Tsuji is scheduled to assume the position as in charge of store operations (overall sales operations) on May 19, 2026.

(2) Brief personal histories of candidates for new directors

[Career Highlights]

Name	Masanobu Tsuji
Born	August 7, 1968
Career	
April 1991	Joined JUSCO Co., Ltd. (currently Aeon Co., Ltd.)
March 2008	General Manager, Kansai and Hokuriku Business Division, MaxValu Business Headquarters, JUSCO Co., Ltd.
August 2008	General Manager, Sales Division 3, KOHYO Co., Ltd.
May 2010	Director and General Manager, Business Division, Koyo Co., Ltd.
May 2014	Director and Deputy General Manager, Sales Division, Marunaka Co., Ltd.
May 2015	Managing Director and General Manager, Sales Division, Marunaka Co., Ltd.
April 2016	Representative Director and President, Sanyo Marunaka Co., Ltd.
February 2018	Senior Managing Executive Officer, Branch Manager, Tohoku Company, Aeon Retail Co., Ltd.
March 2020	Representative Director and President, Aeon Tohoku Co., Ltd.
March 2026	Advisor, FUJI Co., LTD. (current position)

Name	Yasuyuki Senba
Born	July 24, 1965
Career	
April 1988	Joined FUJI Co., LTD.
March 2013	Executive Officer, General Manager, Processed Foods Division, FUJI Co., LTD.
March 2016	Senior Executive Officer, General Manager, Fresh Foods Division, FUJI Co., LTD.
March 2017	Senior Executive Officer, General Manager, Store Operations Division and General Manager, Ehime (Chuyo) Operations Division
May 2017	Director, Senior Executive Officer, General Manager, Store Operations Division and General Manager, Ehime (Chuyo) Operations Division, FUJI Co., LTD.
March 2018	Director, Senior Executive Officer, General Manager, Merchandise Division and General Manager, Non-Store Retail Division, FUJI Co., LTD.
March 2019	Managing Director, Managing Executive Officer, General Manager, Merchandise Division and General Manager, Non-Store Retail Business Division, FUJI Co., LTD.
March 2021	Managing Director, Managing Executive Officer, Deputy Head of Sales and General Manager, Merchandise Division, FUJI Co., LTD.
March 2022	Managing Director, Managing Executive Officer, Deputy Head of Sales and General Manager, Merchandise Division of Fuji Retailing Co., Ltd. (currently Fuji Co., Ltd.)
March 2024	Senior Executive Officer in charge of Merchandise, FUJI Co., LTD. (current position)
May 2024	Director, Aeon Global Merchandising Co., Ltd. (current position)

Name	Fumikazu Onishi
Born	February 10, 1969
Career	
April 1992	Joined FUJI Co., LTD.
March 2014	Executive Officer, General Manager, Human Resources and General Affairs Division, FUJI Co., LTD.
March 2017	Senior Executive Officer, General Manager, Human Resources and General Affairs Division, FUJI Co., LTD.
March 2019	Senior Executive Officer, General Manager, Sales Planning and Promotion Division, FUJI Co., LTD.
May 2019	Director, Senior Executive Officer, General Manager, Sales Planning and Promotion Division
May 2021	Director, Senior Executive Officer, General Manager, Sales Planning and Promotion Division and General Manager, Logistics Division, FUJI Co., LTD.
March 2022	Director, Senior Executive Officer, General Manager, Sales Planning and Promotion Division and General Manager, Logistics Division, Fuji Retailing Co., Ltd.
March 2024	Senior Executive Officer, General Manager, Supply Chain Division, FUJI Co., LTD.
March 2025	Senior Executive Officer in charge of Administration, FUJI Co., LTD. (current position)

3. Election of Candidates for Corporate Auditor

(1) Candidates for corporate auditor

[Position]		[Area of Responsibility]	[Name]
Full-Time Corporate Auditor	Reappointment	—	kenji Matsukawa
Corporate Auditor	New Appointment	—	Hiroaki Egawa
Outside Corporate Auditor	Reappointment	—	Shinjiro Yorii
Outside Corporate Auditor	Reappointment	—	Katsuaki Kushioka

*Masato Nishimatsu (corporate auditor) is scheduled to retire from his position as corporate auditor upon the conclusion of the Company's 59th Annual General Meeting of Shareholders, scheduled to be held on May 19, 2026.

(2) Brief personal histories of candidates for new corporate auditor

[Career Highlights]

Name	Hiroaki Egawa
Born	May 3, 1966
Career	
April 1989	Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.)
April 2014	General Manager, Yokohama Sales Division, Mizuho Bank, Ltd.
April 2015	Branch Manager, Yokohama Branch, Mizuho Bank, Ltd.
April 2017	General Manager, Sales Division 12, Mizuho Bank, Ltd.
April 2019	General Manager, Americas Sales Division 1, Mizuho Bank, Ltd.
September 2021	In charge of affiliates, Aeon Co., Ltd.
March 2022	Executive Officer in charge of Finance & Administration
March 2026	Executive Officer in charge of Finance and Accounting, Aeon Co., Ltd. (current position)

End

FY2026 Management Organization Chart (as of May 19, 2026)

