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December 23, 2025

Company name: EAT&HOLDINGS Co., Ltd

Representative: Hiroyasu Nakata, Representative Director

(Securities Code: 2882,

Tokyo Stock Exchange Prime Market)

Inquiries: Takashi Shiiki, Director,

Head of Business Administration Headquarters

Telephone: +81-3-5769-5050

Notice Concerning Executive Personnel Changes at Affiliated Companies

EAT&HOLDINGS Co., Ltd. (the "Company") hereby announces that its group has decided today on executive personnel changes at its affiliated companies as described below.

1. Reason for the changes

To further strengthen the management structure in order to expand the scale of the business and improve the corporate value globally over the medium to long term.

2. Executive personnel changes at affiliated companies (effective February 1, 2026)

OSAKA-OHSHO Co., Ltd.

Name	New position	Former position
Yuichi Okamoto	President and Representative Director	Director Executive Officer, Head of Store Operation Headquarters

Eat&MS USA Inc.

Name	New position	Former position
Koji Fumino	Executive Vice President and COO	President and Representative Director OSAKA-OHSHO Co., Ltd.